Media relations of Universitas Ahmad Dahlan Yogyakarta in maintaining image during the COVID-19 Pandemic (Case study of UAD media relations in 2021)

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ABSTRACT

The COVID-19 pandemic in 2021 has affected the education in Indonesia, including the institution of Universitas Ahmad Dahlan (UAD) Yogyakarta. The existence of educational institutions requires existence to gain the trust of the community. Public relations become an element that plays a role. During the COVID-19 pandemic, the use of media helps the public in obtaining and conveying information, including media coverage. Therefore, it is important for university public relations to have a good relationship with the media, considering that the media is a source of information providers. This study aims to determine the implementation of media relations carried out by UAD Public Relations in maintaining its image during the COVID-19 pandemic in 2021. The goal is to know and understand the implementation of media relations applied, starting from the research stage, preparation, communicating a program, and evaluations. This research method uses a qualitative with a case study approach and was analyzed using John E. Marston's R-A-C-E Formula. Based on data, at the research stage the implementation is not maximized, so that offline activities have no substitute activities. At the action stage, media relations activities include preparation of public relations writing skills, release materials, and advertising publication materials. Stages of communication conducting media relations activities, namely making press releases and advertising publications. In addition, to build a good relationship with the media, UAD Public Relations maintains personal contact with media partners, provides souvenirs, and Feast Day gifts. Finally, at the evaluation stage, UAD Public Relations monitors publications and program evaluation.

1. Introduction

The existence of Coronavirus has become a hot topic in Indonesia since early 2020. This virus is caused by a respiratory infection that affects humans and animals (Handayani et al., 2020). The existence of this virus makes the government make policies to tighten health protocols, maintain distance, avoid crowds, and wear masks when leaving the house and when sick. When the body is not fit and accidentally sneezes in public places, saliva splashes can fall on the surrounding surface,

which can trigger transmission (Gvozdanović et al., 2021). The communication process that can usually be freely carried out directly or indirectly, uses more media assistance. Through the help of media, we get information and communicate without being hindered by place and time. (Xie et al., 2020) Moreover, the era of the COVID-19 pandemic requires us to stay at home, while the communication process must still be carried out, the existence of the media as the biggest support (Gurgel et al., 2021). The education sector has various publics who still need excellent service during the COVID-19 pandemic, and one of the elements that plays a role is the Public Relations Division. This division plays a role in managing the media for publicity functions and shaping the image of the company or institution itself (Anderson et al., 2021). However, the existence of this division has not been thoroughly realized by the managers of educational institutions, so that the public relations function cannot be carried out optimally. The nature of the existence of public relations in a company or institution as a mouthpiece related to the perspective of the image of the institution. Institutions can still communicate with the community, but need to be maximized with the help and role of public relations, so that when there is a miss communication between the institution and the community it can be handled (Hasibuan et al., 2020).

The public relations division has not been maximized well at the school level, but there are already schools under the auspices of the foundation to form a special public relations division (Daniel, 2020). As for the university environment, a special division of public relations has been formed. When an educational institution is considered good, of course parents or guardians do not object to sending their children to the institution. So that public trust is the key to public existence for the establishment of an educational institution (Zhao & Watterston, 2021).

This situation also has an impact on various sectors, including the education sector. Universitas Ahmad Dahlan (UAD) Yogyakarta as one of the universities that has various achievements and qualities, certainly needs to pay attention to strategies in dealing with the COVID-19 pandemic, in order to create a good image and continue to provide excellent service to the public. The UAD academic community needs to work hand in hand to face an era that is different from normal life to maintain the existence of UAD as an educational institution. One of the elements that also plays a role is the UAD Public Relations and Protocol Field.

During the COVID-19 pandemic, activities organized by UAD were also carried out online in learning activities, work from home for students, and administrative services were replaced online. Starting with the Circular Letter R.II/12/D.1/III/2020 regarding lectures related to Preventive Measures against COVID-19 at UAD (NewsUAD, 2020), online learning began to be driven (NewsUAD, 2020), online learning is starting to take hold. The pros and cons accompany the day-by-day implementation of the online lecture policy. Especially related to the payment of tuition fees that have no "satisfactory" deductions for students. The UAD student alliance voiced a decrease in

UKT or tuition fees through a demonstration to campus by catapulting the hashtag #UADdown to trending 1 on Twitter. In addition, this news also entered the news of online media. These kinds of things, if not solved with the right strategy, can affect UAD's image.
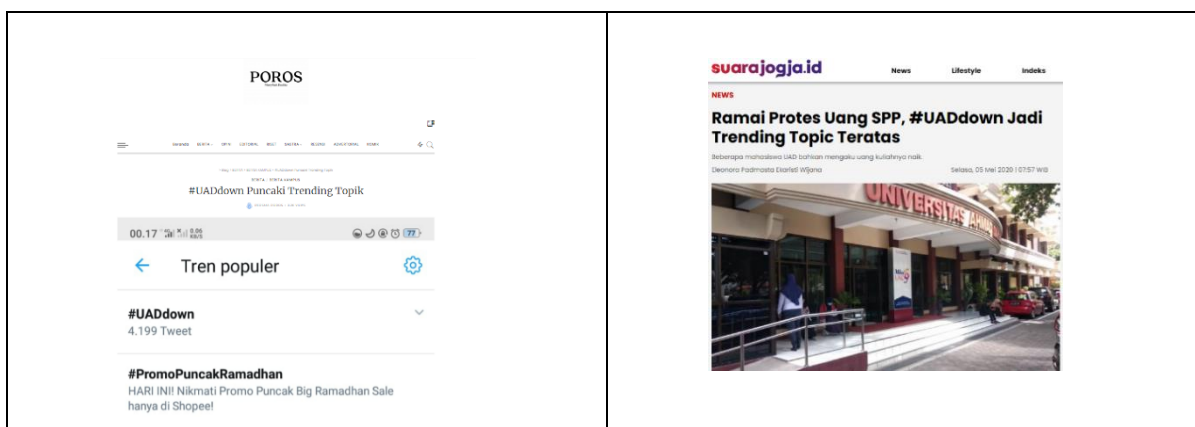

Fig. 1. News on social media Twitter and Online Media related to #UADdown

Although at UAD there is a Admision and Academic Biro as marketing that manages and implements new student admission strategies, the existence of Public Relations and Protocol is also needed as a support for the branding carried out. In addition, fostering good relations with the internal and external public is also an important function of public relations, including the media. A good relationship between the institution's public relations and the media crew is important, because the press helps disseminate information from university public relations and also helps in efforts to shape the image of universities (Kaul et al., 2021).

Mass media as a provider of information resources, is one of the means that can be used to brand universities with a wide range of messages, and help organizations in shaping the image. From the use of this media, people socialize, get, and share information a lot (Clary et al., 2021). The use of media during the COVID-19 pandemic is utilized by the Public Relations Sector to improve and maintain image through the publication function of internal media managed by the Public Relations Department and external media partners. For this reason, a good relationship with the media or commonly called media relations is needed.

This study used R-A-C-E analysis from John E. Marston. Based on this theory, the implementation process of public relations activities is divided into four stages, including Research (R), Action (A), Communication (C), and Evaluation (E). In the application of the RACE formula, it starts from conducting research on a problem, choosing the right company program to overcome the problem, then the programs of the company are communicated to the public so that they are easier to accept and understand, and evaluate the impact of the program that is run to the public (Mustapha et al., 2021).

This formula will be used as a guideline in analyzing the implementation of planning, implementation, and evaluation of media relations carried out by the UAD Public Relations and Protocol Field (Magesh et al., 2021). Before implementing the program to be carried out, a public relations person needs a research stage. Where this stage is important to do to find out the needs of the target market. The importance of making program planning that is in accordance with the target market so that it can reach the right target so that it will cause interest from the community. In addition, public relations need to know which parties to go to in making programs. Public relations need to monitor the situation and attitude of the parties concerned, know the situation or problems in the field, and can dig up information to maximize program planning implemented (Jose et al., 2021). The importance of this research aims to make observations before the formulation of a program, starting from determining the target audience, what the audience likes, how they like to communicate, and where they want to get information.

Some of the urgency of the research stage according to Kriyantono (2019), among others, First, the function of confirmation, as a means to confirm assumptions on the part of management related to problems or public attitudes towards the organization. Second, the function of clarity, where there is a good program formulation to be able to improve the image of the organization, and efforts in managing issues to minimize the occurrence of conflicts. Third, the function of reorientation, functioned as a means to provide an understanding of the need for reorientation to public needs. Fourth, the informative function, as a means of providing information as a basis for conducting program evaluations. Fifth, theoretical functions, to assist public relations work by describing concepts encountered in public relations activities. Sixth, the proactive function, used to overcome conflicts, changes that occur from the implementation of a program to be executed.

At the action stage, a company's media relations activities are carried out in accordance with what has been analyzed and researched at the previous stage. At this stage of execution it needs to be done in accordance with the guidelines so that the objectives of the planning carried out can be achieved. Making a program timeline and budgeting can also be done so that program implementation can be maximized to achieve the intended goals (Pacheco, 2021). The action stage includes how planning will be carried out in receiving messages (Londoño et al., 2021). Public relations carry out program planning from the results of what research has been done, this is done to reach the audience so that the message to be conveyed can be conveyed, and get attention from the public (Munandiyal & Junaedi, 2022).

Stages of communication about how to disseminate the message in the appropriate media (Mubarok & Mujab, 2022). Maintaining communication between PR companies and media crew is one of the important things, especially in terms of media relations. Good communication will affect the comfort level of media crew with the company. The better the communication, the more

comfortable the cooperation. Sometimes, the emergence of awkwardness can also make the relationship between the two parties disrupted, and affect the cooperative relationship carried out (Vieira, 2018). In addition to "being a comfortable place" for media crews, with good communication, it is not impossible that the relationship will be wider to reach the level of top management of the company with top management media. Relationships that are established not only as friends, but the chats discussed can be an advantage to each other. Publication cooperation will also be better and minimize the existence of misses between the two parties.

The last stage is evaluation to have a big impact related to a PR activity that has been carried out. In this stage, PR practitioners can see how the level of effectiveness of the activities that have been carried out, whether they have met the goals that have been planned before, and most importantly as a reference material in the implementation of future company activities. Disadvantages and advantages in the implementation of an activity will be seen in this stage, and can weigh the steps taken to be able to "learn" from existing evaluations. The evaluation stage is important for public relations in carrying out their duties, because this stage is the assessment stage of research, action, and communication that is carried out precisely according to the objectives. Whether what has been attempted by public relations practitioners is commensurate with what is received, as well as expectations related to awareness, positive image, as much publicity, and revenue as possible have been obtained (Vieira, 2018). The evaluation stage is done to learn what happened and why, not to prove something.

The implementation of program evaluation requires planning from the beginning to the end of the process, so that the interrelationship between effective program planning and effective program evaluation (Cutlip, 2016). According to Suhandang, when the evaluation is not carried out, public relations practitioners cannot answer whether the work obtained is in accordance with the guidelines, what are the difficulties and weaknesses that occur, to how the work efficiency of the activity (Vieira, 2018).

The establishment of a company or institution will certainly always be related to the image displayed, including in universities. A positive image of the university can be seen from the history or history of the university, how its management, relations with external parties are well established, support students ready for work, and have concern for the environment. A positive image cannot be bought, the process of building it also takes time. Especially considering how much the level of public trust and the credibility of the company or institution itself (Setiawan & Chang, 2022). With the positive image shown by the company, this can increase customer satisfaction and loyalty (external) to the institution.

According to Vieira (2018), there are four areas to build the image of educational institutions, including: First, products or services, this area explains how the internal quality produced by

educational institutions and customer care to respond to external parties. In terms of service, strategies are needed to improve the quality of service in terms of academics and learning. So that cooperation from internal universities is also needed to provide good and maximum service. Especially during the COVID-19 pandemic, where learning and activities within the scope of universities are carried out online (Esakandari et al., 2020).

Second, social responsibility, in this area is related to social responsibility to the environment and the surrounding community. According to research conducted by Wicaksono (2021), the existence of CSR programs run by universities also affects the image that has been built. The CSR program also has a positive effect on increasing intake (the number of prospective new students who re-register in that period at universities). Third, the environment, related to the infrastructure provided by universities, both in terms of the condition of office space, information rooms, laboratories, and so on. To produce good college products and according to quality standards, provide quality services, adequate facilities, private colleges strive their best to increase the number of new students.

Fourth, communication, related to publications, advertisements, promotions, and programs that become the distinctive identity of the institution. In this area, related to the publicity carried out, efforts to promote and advertise universities, and create programs that are also the distinctive identity of universities (Xifra, 2020).

2. Theoretical Framework

This study used R-A-C-E analysis from John E. Marston. Based on this theory, the implementation process of public relations activities is divided into four stages, including Research (R), Action (A), Communication (C), and Evaluation (E). In the application of the RACE formula, it starts from conducting research on a problem, choosing the right company program to overcome the problem, then the programs of the company are communicated to the public so that they are easier to accept and understand, and evaluate the impact of the program that is run to the public (Magesh et al., 2021). This formula will be used as a guideline in analyzing the implementation of planning, implementation, and evaluation of media relations carried out by the UAD Public Relations and Protocol Field. Before implementing the program to be carried out, a public relations person needs a research stage. Where this stage is important to do to find out the needs of the target market. The importance of making program planning that is in accordance with the target market so that it can reach the right target so that it will cause interest from the community. In addition, public relations need to know which parties to go to in making programs. Public relations need to monitor the situation and attitude of the parties concerned, know the situation or problems in the field, and can dig up information to maximize program planning implemented (Xifra, 2020). The importance of this research aims to make observations before the formulation of a program, starting from

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Stages of communication about how to disseminate the message in the appropriate media (Mubarok & Mujab, 2022).. Maintaining communication between PR companies and media crew is one of the important things, especially in terms of media relations. Good communication will affect the comfort level of media crew with the company. The better the communication, the more comfortable the cooperation. Sometimes, the emergence of awkwardness can also make the relationship between the two parties disrupted, and affect the cooperative relationship carried out (Xifra, 2020). In addition to "being a comfortable place" for media crews, with good communication, it is not impossible that the relationship will be wider to reach the level of top management of the company with top management media. Relationships that are established not only as friends, but the chats discussed can be an advantage to each other. Publication cooperation will also be better and minimize the existence of misses between the two parties.

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3. Method

The method used in this research is a case study with a qualitative approach (Creswell & Creswell, 2018). With a qualitative approach, researchers can understand deeply related to research phenomena (Ingleby, 2012). In accordance with the theory of qualitative research. Quality research results, data collection must be carried out completely, namely in the form of primary and secondary data. The primary data itself is in the form of verbal words obtained from informants, while secondary data comes from data, images, and documents (Tiwari et al., 2021).

4. Result and Discussion

In this study, there were six informants consisting of:

Table 1. RESEARCH INFORMANTS

Name	Position
Ariyadi Nugraha, S.Pd., M.Pd	Head of Public Relations and Protocol of UAD
Utari Aryani	PIC of Social Media and Analytics Division
Hernita Febriani	PIC of Secretarial and Media Division
Jayadi Kasto Kastari	Editor of SKH Kedaulatan Rakyat
Imelia Puspita Karti	UAD Students Class of 2019
Sri Nurfaziati	UAD Students Class of 2021

The This informant retrieval is in accordance with research needs that require informants from the UAD Public Relations and Protocol Field, the media, and the UAD student side. The role of UAD Public Relations as a communication bridge for the internal and external public of universities. During the COVID-19 pandemic in 2021, to communicate with the public, UAD Public Relations utilizes social media in communicating, conveying information, and listening to the aspirations of the public The aim is to create understanding and mutual understanding in accordance with what is contained in (Vieira, 2018).

Especially in the digital era, to carry out the two-way communication process is not only done face-to-face, but with the use of digital media and social media. Based on Widholm & Appelgren, (2020), public relations perform the function of publicity as an effort to create public opinion that benefits universities. UAD Public Relations applies it by creating publications by displaying in terms

of internal qualities owned, this can be a plus in the eyes of the public towards the organization. The information conveyed through social media has a positive impact, as stated by Sri Nurfaizati as a new student in 2021, "The information on Instagram klik.uad is quite complete during the pandemic, I also access pre-college information through Instagram." (Interview with Sri on July 8, 2023).

From the use of these media, UAD Public Relations can still connect with the public. This is in accordance with the characteristics of university public relations according to Kusumastuti in Fischhoff (2019), one of them is that public relations seeks to create two-way communication and create mutual understanding.

In addition to bridging communication, the role of university public relations also carries out branding. The goal is that the existence of universities can be widely known by the community. In addition, branding can also influence public opinion through reflections of what universities do through activities at UAD. The establishment of a higher education institution is important in presenting quality education and services. It aims to foster trust in the community. UAD branding during the COVID-19 pandemic is needed to introduce universities to the wider public, as well as what Mr. Jayadi said "no matter how good or quality a university is, it will not be known if it does not do branding" (Interview with Mr. Jayadi on May 13, 2023). Media relations activities carried out by UAD Public Relations during the COVID-19 pandemic in 2021 are making press releases and publishing congratulations advertisement (cong-ad) advertisements.

Press release: As supporting material for news publications, in making public relations also need to know the journalistic rules that journalists usually use. The use of this press release is widely used during the COVID-19 pandemic to facilitate the process of news publication. To maintain the quality and value of the news raised, public relations also consider whether an issue should be raised to the mass media. UAD Public Relations has the responsibility of making news coverage releases regarding any activities, news of achievements within the scope of UAD to then be distributed to media partners so that they can be widely published. UAD PR also uses the 5W+1H theory and the inverted pyramid writing style in writing releases (AlDhaheri et al., 2020).

Advertising publications (congratulations advertisement): In advertising publications, UAD Public Relations and the media cooperate in making congratulation advertisement (cong-ad), which is an advertisement published at the time of Milad UAD by media partners, or vice versa. According to Hernita, this collaboration is a form of cooperation that has been built with the media and UAD branding efforts. In addition to print media, the relevant online media page also paired advertisements. To maintain good relations with the media, not only these activities are carried out, but also by maintaining personal relationships by giving souvenirs and holiday gifts. The existence of a well-established relationship with the media can glue a good cooperation relationship

as well. This also affects something published by the media about the institution itself. The following chart of findings is to understand the flow carried out in UAD Public Relations media relations activities during the COVID-19 pandemic in 2021:
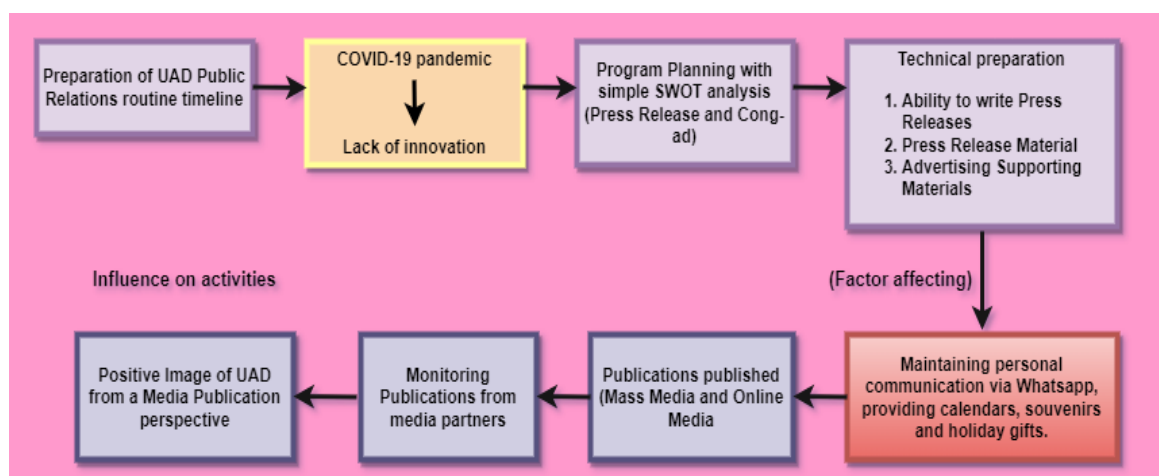
Fig. 2. Implementation of UAD Public Relations Media relations
activities during the COVID-19 Pandemic

The important thing prepared by UAD Public Relations before the implementation of the media relations program is the preparation of an overall work program timeline. However, given the COVID-19 pandemic, media relations programs that were carried out offline were not carried out and without substitute activities. Even so, UAD Public Relations still facilitates two-way communication and branding through internal media managed.

The COVID-19 pandemic has also had an impact on the work program prepared by UAD Public Relations, especially on media relations activities. The work program carried out utilizes online activities. Based on the data obtained, implementation with online activities can minimize crowds. In addition, the implementation of branding activities and dissemination of information about UAD universities can still be carried out with the help of media partners of the Forum Wartawan UAD.

However, activities to establish good relations between UAD Public Relations and media partners such as press tours and press gatherings are also important. The positive impact obtained is that media partners can provide input or share things that can help the development of universities through the press. In addition, it helps college public relations to get in touch more closely with media colleagues (Luttrell & Capizzo, 2020). In the press tour activity, the positive impact obtained is that media colleagues will feel like part of the university's public relations. The importance of activity innovation so that the objectives of activities that cannot be carried out can still be felt by both parties. In the implementation of UAD Public Relations media relations activities, the analysis used is Research, Action, Communication, and Evaluation.

RACE Analysis

Research: At the research stage, UAD Public Relations conducted a simple SWOT analysis, regarding the value of the news to be displayed will make the audience interested. The preparation stage is carried out by preparing public relations writing skills by conducting authorship training with IDN Times, preparing press release materials and advertising publications that are ready to be displayed. In UAD, cooperation with the press media is combined into one forum group, namely the UAD Journalists Forum with seventeen media combined, ranging from newspapers, radio, to television. In addition, the Forum Wartawan UAD also collaborates with local and national media.

In the implementation of UAD Public Relations media relations activities do not necessarily run smoothly, there are obstacles experienced by the UAD Journalists Forum. In accordance with the data obtained, the lack of innovation from UAD Public Relations makes media relations activities do not get a change of activity. The existence of the COVID-19 pandemic which has limited the movement of UAD Public Relations, cannot be maximized to publish or create a new activity to replace activities that can accommodate the activities of media partners.

In accordance with the implementation of Formula R-A-C-E, Research is needed to help the implementation of public relations activities more optimally. At the research stage, in the implementation of UAD media relations in 2021, it is flexible to use. This is considering that during the COVID-19 pandemic, many public relations activities were carried out incidentally. In managing public relations activities in the field of internal media, UAD Public Relations adjusts to the leader's agenda, namely making news articles in UAD News.

For the implementation of media relations activities, the research stage used is to use SWOT analysis, related to news articles that will be released to the media, such as assessing when there are achievements of national-level students, whether when this news is raised it can be a shock for the public to know UAD more deeply.

The importance of this research stage is used as a means to provide information to UAD Public Relations as a basis for conducting program evaluations. The existence of a research function is also needed to overcome conflicts and assist in making programs to resolve issues that hit universities (Kriyantono, 2019).

Action: The next stage is action, where in this stage make preparations before the execution of the work program that UAD Public Relations does, generally make technical preparations, such as preparing invitations (if needed), finding a suitable place to use for activities, budgeting adjustments what is needed in accordance with the existing budget. In normal times, media relations activities can be maximized to be carried out, such as press releases, press tours, and press

gatherings. However, there are restrictions to create crowds and lockdown conditions, making routine media relations work programs carried out cannot be implemented.

By adjusting conditions, media relations activities that can be carried out are making press releases and advertising publications. So that at the action stage, what is carried out is to prepare public relations skills in writing releases, and release materials and advertising publications. This preparation is important in supporting UAD Public Relations media relations activities such as making press releases and publishing congratulations advertisement advertisements according to the timeline that has been planned at the beginning of the academic year.

Communication: The communication stage is the stage of publishing releases that have been made by public relations, or publishing advertisements that have been planned. In internal media, UAD Public Relations utilizes the media it manages to carry out positive publications and branding. While in the management of media relations there is the making of press releases and advertising publications. The existence of this press release helps journalists in covering the activities carried out by UAD. Bridging through press releases, so as to minimize miscommunication between public relations and the media (Fajri et al., 2021). Cong-Ad (congratulations advertisement) where the UAD icon will be installed in newspapers published at that time. In addition, news publications are also still raised, both regarding the activities carried out by sending press releases, the achievements of students and lecturers, and the existence of service programs carried out.

Information dissemination is carried out by utilizing media that are members of the UAD Journalists Forum, both in print and online media. By utilizing the UAD Journalists Forum, the news made can be more coordinated and have received approval for publication. To maintain good relations with the media, UAD Public Relations conducts several routine activities, such as giving holiday gifts and distributing souvenirs and calendars. In addition, UAD Public Relations continues to establish personal relationships with media crew through WhatsApp Group. In normal times, activities to bond relationships carried out are press tours and press gatherings. These activities are routine activities carried out. Press tours are conducted once every year by inviting media crew to visit several UAD partners in Bukittinggi or in other areas. Meanwhile, the press gathering is carried out with open together activities.

Evaluation: The last stage is evaluation. This stage is carried out by monitoring publications carried out by the media through materials sent by UAD Public Relations. However, the implementation of this evaluation has not been maximized in the press release or advertising publication program, because there is no data requested to media partners related to the number of readers or the number of print media sold, so that the effectiveness of the published news cannot be seen, whether it has been effective in reaching the audience or not.

In other public relations activities, the evaluation stage is carried out in each work program after it is completed, so that the evaluation process does not accumulate. The advantage is that when the same program will be held in the near future, the evaluation of the implementation of the past program, can be a record to be improved in the implementation of the next program. While in media relations activities in normal times, this evaluation stage can also be held at press gathering or press tour activities. The implementation of the evaluation stage has not shown maximum results, because UAD Public Relations has not maximized coordination with media partners regarding reports on the number of views from each news article that media partners publish. With the report on the number of views or the number of sales of print media that display UAD news, this can be a reference material for monitoring the publications displayed. This is in accordance with Vieira (2018), evaluation as the final stage has a major impact related to a public relations activity that has been carried out. In this stage, the public relations field can see how the level of effectiveness of the activities that have been carried out, and most importantly as a reference material in the implementation of future company activities.

Effectiveness of Forum Wartawan UAD

The media partners who are members of the UAD Journalists Forum include print media, online media, and local electronic media, such as: SKH Kedaulatan Rakyat, Suara Merdeka, Koran Antara, MediaMu, Inilah Jogja, Menara62.com, Jogja Sorot, Kumparan, Tugu Jogja, Koran Bernas, Radar Jogja, Republika, Harian Jogja, Suara Muhammadiyah, IDN Times, Jogja TV, and Adi TV.

The existence of the UAD Journalists Forum helps public relations work in publishing a news in the media and doing branding. The importance of maintaining good relations with media partners is also understood and realized by UAD Public Relations. The UAD Journalists Forum consists of seventeen media from newspapers, online media, and local TV stations. Although some of these media are classified as conventional media categories that are one-way, but from media partners who are partners of UAD Public Relations, they also make novelties with the transformation of online media. This is called Media Convergence, which is the transformation of print newspapers published also in online media.

Aspects of College Image Assessment

When viewed in terms of aspects of UAD's image as a higher education institution, in terms of products or services, UAD shows it through achievements, research, and service carried out by students and lecturers. Meanwhile, in the external public response, UAD Public Relations provides access to be able to communicate through its official social media. To provide services to students during the COVID-19 pandemic, online services are facilitated both to manage finances, attendance, judiciary, and other administrative services. Indirectly, the existence of good service to university

stakeholders can shape the image of higher education. It is important to evaluate the quality of services provided.

In terms of social responsibility aspects, in CSR activities, UAD provides community service, both such as lecturer service, KKN implementation, partner village development, to the use of Ahmad Dahlan Islamic boarding school as a COVID-19 shelter for the people of Yogyakarta. This is in accordance with Junaedi & Sukmono (2020), that university CSR activities are also a separate consideration by the community in choosing a university. Various CSR activities carried out are their own contributions to help advance society during the COVID-19 pandemic.

In terms of environmental aspects, seen from the facilities and infrastructure provided. UAD is famous for its mall flavored campus on the main campus of UAD. Even though it has a separate campus location, the infrastructure provided is also adjusted to each campus, the same portal system, and learning support facilities. In producing quality services, adequate facilities, private colleges strive their best to increase the number of new students.

During the COVID-19 pandemic, the infrastructure facilities provided by UAD were not fully used, even during the COVID-19 pandemic almost all study programs were still doing online learning. To replace it, semester money is given every semester during online learning.

In the communication aspect, related to the publicity carried out, efforts to publicize university branding, and create programs that are also the distinctive identity of universities. In UAD, publications carried out during the COVID-19 pandemic are carried out using internal and external media. The publications carried out are not only about reporting ceremonial activities, but also about achievements, to dedication.

If the news dissemination only uses the print version, then the branding carried out may not necessarily be as wide as its reach when accompanied by the spread using online platforms. Online media is also referred to as the third generation of journalistic products, after print and electronic media. The existence of print media is not dead, it's just that print media needs help to stay alive, so the implementation of this media convergence strategy is chosen by the media industry (Junaedi & Sukmono, 2020).

5. Conclusion

Based on the discussion and presentation of the results of the research above, it can be concluded that during the COVID-19 pandemic it also affected various sectors, including education in universities. The existence of university public relations is an important element for branding, conveying information, and creating two-way communication, this is also done by UAD Public Relations. One of the public relations programs is media relations. In analyzing the implementation

process, researchers use the R-A-C-E Formula (Research, Action, Communication, and Evaluation), as well as to find out how the image of UAD during the COVID-19 pandemic in 2021.

The media relations program implemented during the COVID-19 pandemic by UAD Public Relations is press release and advertising publication through congratulation advertisement (cong-ad). Researchers found data that research analysis (research) of media relations activities in activity planning is not maximized from UAD Public Relations, so that the activities carried out are not as much as in normal times, but public relations seeks to conduct a simple SWOT analysis in utilizing press release activities and cong-ad advertising publications. The application of the preparation stage (action) in the form of technical preparation, such as preparing public relations skills in writing releases in accordance with basic rules in journalism and making release materials and cong-ad advertising publication materials, both in the form of narratives and documentation. Even though it only carries out two media relations activities, UAD Public Relations still maintains good relations with the media by maintaining personal communication and giving holiday gifts and calendars and souvenirs during Milad.

For the evaluation stage, UAD Public Relations monitors how publications are published by the media. In terms of publication of news in the media, in terms of the documentation techniques that researchers do, positive news is displayed by media in collaboration with UAD Public Relations. However, UAD Public Relations has not yet conducted an evaluation stage of the number of views of news articles from publications displayed by media partners. Based on the data obtained, UAD Public Relations does not coordinate with media partners regarding reports on the number of views or the number of print media sales, so the evaluation stage has not been said to be effective. UAD's image is assessed in terms of media coverage by displaying the quality of its internal in the form of achievements obtained, providing social responsibility to the community, especially by providing COVID-19 shelter facilities and mass vaccinations for free, as well as branding that is still carried out on internal and external media to gain public trust.

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