Strategic Planning in Schools: A Study Of Educational Management

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Abstract

The aim of this research is to reveal how the strategic planning in schools: a study of educational management. This method of research is the study of literature which collects data based on various references that are relevant to the research problem. The method of collecting data through various relevant references both available on the Internet and that are obtained manually such as books, and so on. Research findings revealed that a systematic and precisely prepare strategic development plan, which gives the school confidence in achieving the desired conditions. The development plan is based on four pillars:1. Strengthening of the organizational and administrative system, 2. Increase resource capacity and productivity, 3. More collaboration with stakeholders, 4. To improve the quality of education and access to student affairs. The advantages of strategic plans for educational institutions are as follows: 1. Strategic plans can increase "critical mass", which is the group of employees in an organization who have the motivation, "ability" and (deep knowledge) to increase productivity, 2. Strategic plans can help optimize organizational performance, 3. Strategic plans can help managers focus and implement a continuous improvement framework, 4. Strategic plans guide decision making; And, 5. Strategic plans always make it easier to measure the progress of educational institutions.
Keywords: Strategic Planning, Schools, Educational Management

Abstrak

Tujuan penelitian ini adalah mengungkap bagaimana perencanaan strategis di sekolah: kajian manajemen pendidikan. Metode penelitian ini adalah studi kepustakaan yang mengumpulkan data berdasarkan berbagai referensi yang relevan dengan masalah penelitian. Metode pengumpulan data melalui berbagai referensi relevan baik yang tersedia di internet maupun yang diperoleh secara manual seperti buku, dan lain sebagainya. Temuan penelitian mengungkapkan bahwa rencana pengembangan strategis yang disusun secara sistematis dan tepat, memberikan keyakinan sekolah dalam mencapai kondisi yang diinginkan. Rencana pembangunan didasarkan pada empat pilar:1. Penguatan sistem organisasi dan administrasi, 2. Meningkatkan kapasitas sumber daya dan produktivitas, 3. Memperbanyak kolaborasi dengan pemangku kepentingan, 4. Meningkatkan kualitas pendidikan dan akses ke kesiswaan. Keunggulan rencana strategis bagi lembaga pendidikan adalah sebagai berikut: 1. Rencana strategis dapat meningkatkan "massa kritis", yaitu kelompok pegawai dalam suatu organisasi yang mempunyai motivasi, "kemampuan" dan (pengetahuan yang mendalam) untuk meningkatkan produktivitas, 2 .Rencana strategis dapat membantu mengoptimalkan kinerja organisasi, 3. Rencana strategis dapat membantu manajer fokus dan menerapkan kerangka perbaikan berkelanjutan, 4. Rencana strategis memandu pengambilan keputusan; Dan, 5. Rencana strategis selalu memudahkan pengukuran kemajuan lembaga pendidikan.
Kata Kunci: Perencanaan Strategis, Sekolah, Manajemen Pendidikan

INTRODUCTION

A time of confusion is a time when all human activity is considered futile (Alisah Belgis Lusiana, 2024). This uncertainty requires educational institutions to be quick and agile to anticipate these rapid changes. The business concept of an educational institution should be customer oriented

(Dewi & Hariyati, 2017). The policies are decided by the educational institution in order to satisfy the needs of the users of the educational services (Mesra et al., 2023). The Age of Disruption is a time when past innovations are being replaced by many that have been discovered for the first time. However, due to technological advances and the changing needs of a dynamic society, these new works have gradually replaced the old ones (Mesra, Umaternate, 2021).

According to Christensen, disruption is innovation for change, and if the organization is not ready for the new change, the organizational structure may collapse. Educational institutions facing competition for educational services must be highly adaptable (Mesra & Dolonseda, 2023). Competing in this disruptive era requires organizations to use digital technologies and innovative attitudes to respond to the different users of knowledge services. Disruption is not about changing today, but also about changing tomorrow (Theodore et al., 2017).

Internal training organizations face changes that force organizational members to leave their comfort zones (Afif et al., 2023). In turbulent times, members of educational institutions must be able to adapt to the new challenges of the future (Widya Pramesti, 2024). The weak ability of universities to respond to future innovations will affect their reliability and performance in meeting the needs of users of today's educational services (Gugule et al., 2022). In this context, educational institutions can respond to innovation by offering innovation to their members to understand, create and practice these innovations. Challenges to the diffusion of innovation come from members of government institutions who are unwilling to accept the existence of innovation (Santie & Mesra, 2022).

To ensure that these innovations are understood and understood by all members of the academic institution, good communication and support policies are needed, and the innovation is supported and supported. It is important to strengthen the internal position of universities in the face of competition from the fragmentation of the single market for educational services (Mesra, 2022b).

Using good strategic management is the answer to all the challenges facing educational institutions in turbulent times. Strategic management is an analysis of the internal capacities of the educational institution to face the challenges and opportunities in the educational field. Strategic management focuses on fundamental improvements to turn educational institutions into competitive institutions in the educational services market. A university that not only achieves sustainable development at all times, but can also develop a competitive strategy by examining current opportunities (Bashori, 2017).

The advantages of educational institutions are expected to be presented through the application of strategic management as a form of competitiveness against competitors (Imbar & Mesra, 2022). To realize such excellence, educational institutions face a variety of dilemmas. Strategic management requires educational institutions to be consumer-oriented in meeting the needs of the educational institution in order to adapt to the requirements of the education services market and existing competitive demands (Mesra, 2022a). In connection with this, it requires the capacity of educational institutions to provide an adequate budget. Educational institutions must be able to collaborate with

existing stakeholders in maximizing support for funding needs, so that the educational institution does not depend entirely on the budget (Sumual et al., 2023).

That comes from the students. Working together to receive support from this fund can take the form of community or individual support. Educational institutions must recognize the need to change in these difficult times. These changes affect the role of universities as providers of educational services. Ensuring the quality of education is essential in the form of monitoring the scope of changes in universities to achieve organizational goals and improve the performance of educational institutions (Nur, 2010).

Quality services that meet the needs of users of educational services and evolve with the times are the key for companies to survive this turbulent time. However, to achieve this it is necessary to be motivated, committed, hopeful and work to evaluate all the work of the members of the institution. This conceptual work adds to the research that identifies the strategic management of educational institutions in turbulent times. Here, the author presents a literature-based theory on the strategic management of educational institutions in an effort to improve competitive advantage in response to the uncertainty of the current educational services market (Mesra & Santie, 2023).

Strategic planning is the process of choosing the organization's goals, identifying the strategies, knowledge, and strategic goals needed for those goals, and developing the procedures necessary to ensure that the strategies are implemented (Cheng, 2013). Defining a strategic plan is important for three reasons. First, strategic planning is a basic framework that can be used by other types of planning. Second, understanding strategic planning makes it easier for people to understand other types of planning. Third, strategic planning is the first place where people understand and evaluate the actions of managers and organizations (Priyambodo & Hasanah, 2021).

Strategic planning is not just a part of management planning. This is one of the most important administrative tasks.Strategic planning helps define the organization's purpose. For managers to formulate plans and actions related to the organization's goals, a strategic plan specifies the organization's goals, determines the strategies, goals, and strategic objectives needed to manage and determine the strategic goals needed for those goals and strategies A process . Establish the necessary procedures to ensure the implementation of knowledge and strategy. To put it more simply, strategic planning is a long-term planning process used to achieve organizational goals (Handoko, 2003).

Regarding the improvement of the quality of education in the period of regional autonomy, there are some areas to improve the education of the country (Setiawati, 2020). First, efforts to improve the quality of education by establishing goals and standards for academic excellence. This is through the national consensus between the government and all levels of society. Demonstration of skills, which can vary from school to school and district to district, results in national standards of proficiency at low, medium and high levels. Second, an increase in the efficiency of educational management translates into school-based educational management through greater confidence that schools can optimize available resources to meet required academic goals.

Third, understand the management of knowledge in society by increasing the relevance of knowledge. Strengthening the role of parents and the community at the levels of policy (decision) and management through school committees. The role of the committee is to plan, implement, monitor and evaluate the curriculum. Eliminating the four main knowledge systems leads to proper knowledge. This is related to the use of a fair and transparent method of funding education.5 This exemption gives schools broad powers to manage a variety of activities, from planning to managing education. School districts can change grades to better improve the quality of education. Because strategic management is in-house, school districts can understand and plan strategies for school survival and future success (Kamaludin, 2022).

Based on the phenomenon and the explanation above, researchers are interested in doing research on how the strategic plans that exist in schools are seen from the perspective of education management.

METHOD

This research employs a literature study research method, which is a set of actions related to methods of obtaining library data, reading and taking notes, and maintaining research materials (Zed, 2008). This method of research is the study of literature which collects data based on various references that are relevant to the research problem. The method of collecting data through various relevant references both available on the Internet and that are obtained manually such as books, and so on.

RESULT AND DISCUSSION

Strategic Planning in Schools: A Study Of Educational Management

There are three main pillars that shape the development of education in Indonesia. The first is the opportunity to improve the national competitiveness of schools, the second is to give autonomy and reduce the power and responsibility of educational institutions, and the third is to create a health organization in educational institutions. Overall, these three main policies lead to a unique and dynamic approach to university development that will improve outcomes and performance. These results can increase education, independence and national competitiveness. Schools use strategic planning to develop strategies to achieve their vision and goals.

Renstra's mission for the first five years is to build a solid foundation as the first step to further accelerate development over the next five years. The training must be carried out in an integrated way, through integrated, sustainable and mutually supportive programs, supported by tools that allow measuring participation levels. In every development plan, all strengths and weaknesses must be clearly defined to maximize the achievement of the vision, all weaknesses must be turned into strengths, and all difficulties into opportunities.Therefore, at each stage of the development plan, before providing clear and precise information about the current situation, a clear and concise

statement of the objectives to be achieved must be presented. Once the two processes are analyzed, a gap or gap between desired optimal conditions and actual conditions will be identified. Based on these areas, a systematic and well-planned strategic development plan is created. This plan gives the school confidence that it can meet the required standards. The four pillars that form the basis of the development plan are: 1. Strengthening the management and control system 2. Improving the efficiency and effectiveness of resources 3. Improve collaboration with stakeholders 4. Improve the quality of education and access to scholarships (Nay, 2023).

One of the advantages of strategic planning for educational institutions is: 1. Strategic planning can increase "critical mass" - a group of people in an organization motivated by: Aptitude", and (deep knowledge). Improve productivity 2. Strategic planning can help you optimize the "performance" of your organization. 3. Strategic planning can help leaders maintain focus and adopt a framework for continuous improvement. 4.Of course, the benefit of strategic planning is to create a high-quality Islamic educational culture that meets the needs of society and stakeholders. The expected outcomes are good intentions, goodwill, understanding and tolerance among stakeholders and society (Syafaruddin et al., 2021).

The implementation of strategic direction in the implementation of the educational system allows educational institutions (including schools and the educational world) to participate more actively in the formation of the future of education in today's global world. Educational institutions are expected to apply the concept of strategic thinking and behavior to initiate and influence various demands, routine and bureaucratic activities, but in addition, educational institutions can be strategic to achieve expected goals.Strategic management sees development in management for two reasons, namely (1) strategy is the big plan of the organization to overcome the current challenges and at the same time achieve the vision and mission of the organization in the future, (2) organizations apply strategic management in response to changes in global competitiveness for future success (Nasution & Lubis, 2018).

The organizational environment is an important factor in the preparation of educational strategic plans. Strategic planning usually includes three phases: strategy formulation, strategy implementation, and strategy evaluation. Strategic development includes formulating a vision and mission, identifying opportunities and threats outside the organization, identifying the internal strengths and weaknesses of the organization, setting long-term goals, developing alternative strategies and choosing specific implementation strategies.Factors that are the basis of organizational planning. and defining organizational goals are the first climate, that is, the environment within the organization and the other external environment. Repeating this brief description above, we conclude that climate and environment are key parts of organizational planning and organizational goal setting. Therefore, all important information about internal and external conditions is needed to improve the organization (Sudirman et al., 2019).

Strategic management is an opportunity that should be the way out of the problems in the

Indonesian education world today. All organizations (schools) face two types of "environment": internal environment and external environment. The larger the organization, the more complex are the forms, types and nature of interactions in dealing with these two types of "environment". One of the consequences of this complexity is that the decision-making process becomes more difficult and complex.

A major benefit of strategic leadership is that it gives organizations the ability to empower individuals. Empowerment is the encouragement, reward, exercise of initiative and imagination in decision-making to increase understanding of action. One of the functions of management that must be well managed is strategic planning, that is, planning to foresee the future life, sustainability and progress of the business. the organization improving the work of human resources management, which is done optimally, focusing on achieving the goals of the given organization. To achieve this goal, develop programs and activities, including collecting data to evaluate the effectiveness of programs.

Management of quality educational institutions provides the best service to society by managing quality educational institutions capable of producing quality generation and good governance. of institutions that can bring positive changes in the country.

Strategic planning helps implement action plans with main tasks and activities. Strategic plans are not only designed and created, but should be applied as a benchmark for the performance of school organizational tasks so that they can operate effectively and achieve expected results.

The implementation of educational work is highly dependent on good management , including planning, organizing, leading and supervising. Management strategy is a process in which the steps of the process are prepared, implemented and reviewed to achieve the goals of the organization in the future, so the strategy includes the participation of all components of the organization and the definition of strategies to be implemented and implemented (Musnaeni, 2022).

CONCLUSION

Based on the results of the research about strategic planning in schools: a study of educational management, it can be concluded that a systematic and precisely prepared strategic development plan is drawn up, which gives the school confidence in achieving the desired conditions. The development plan is based on four pillars:1. Strengthening of the organizational and administrative system, 2. Increase resource capacity and productivity, 3. More collaboration with stakeholders, 4. To improve the quality of education and access to student affairs. The advantages of strategic plans for educational institutions are as follows: 1. Strategic plans can increase "critical mass", which is the group of employees in an organization who have the motivation, "ability" and (deep knowledge) to increase productivity, 2. Strategic plans can help optimize organizational performance, 3. Strategic plans can help managers focus and implement a continuous improvement framework, 4. Strategic plans guide decision making; And, 5. Strategic plans always make it easier to measure the progress of educational

institutions.

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