



Strategic Plan Development Management in Islamic Educational Institutions Based on Objectives, Quality, Vision, and Mission

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ABSTRACT

Strategic plan development management is an important component in improving the effectiveness of Islamic educational institutions. This study aims to analyze the process of strategic plan development in Islamic educational institutions based on objectives, vision, and mission, as well as its role in directing the achievement of educational quality. The approach of objectives, vision, and mission is seen as the main foundation in formulating policies, work programs, and institutional decision-making in a systematic and integrated manner. This study uses a qualitative method with a case study approach. Data were collected through in-depth interviews, observations, and documentation studies involving institutional leaders, educators, and educational staff. The results of the study show that the alignment between objectives, vision, and mission with the strategic plan is able to strengthen the direction of institutional development, increase the effectiveness of program implementation, and foster the commitment of institutional members to Islamic educational values. Thus, strategic plan management based on objectives, vision, and mission is a key factor in the sustainable development of Islamic educational institutions.

Keywords: *Strategic Management, Educational Quality, Vision and Mission*

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INTRODUCTION

Islamic educational institutions face increasingly complex challenges in line with globalization, demands for quality education, and national policy dynamics. In this

context, institutional management can no longer be carried out conventionally, but requires systematic, focused, and sustainable planning. Strategic plan development management is an important instrument to ensure the effective and efficient achievement of the vision, mission, and objectives of Islamic educational institutions. Strategic plans serve as guidelines for decision-making, resource allocation, and the development of educational programs that are adaptive to change. In addition to being oriented towards improving academic and managerial quality, Islamic educational institutions are unique in that they integrate Islamic values into the entire educational process.

Strategic management is a process consisting of three activities: strategy development, strategy implementation, and strategy evaluation (Kautsar, M., & Julaiha, S. 2023). Basically, strategic management is more about developing a business or organization. Strategic planning decisions bind a company or organization to specific products, markets, resources, and technologies over time. However, with the development of Islamic educational institutions such as madrasahs today, there is a need for a competent strategy formulation in managing Islamic educational institutions. The strategy formulation itself consists of developing the mission of Islamic educational institutions, understanding opportunities and threats outside Islamic educational institutions, identifying the internal strengths and weaknesses of madrasahs, setting long-term goals for Islamic educational institutions, developing alternative strategies for Islamic educational institutions, and selecting specific strategies to be implemented. Strategy itself creates long-term competitive advantage (Latif, H. M., et al. 2023).

Strategic implementation includes developing a culture that supports strategy, creating an effective organizational structure, reorienting marketing activities, preparing budgets, developing and utilizing information systems, and determining teacher and employee compensation and the performance of Islamic educational institutions such as madrasahs. Strategic implementation is often referred to as the action stage of strategic management. Strategy execution is the mobilization of teachers, employees, and madrasah principals as managers to implement the formulated strategy into action (Hasanah, S.N. 2021). Strategy evaluation is the final stage of strategic management. Madrasah principals must know when certain strategies are not working well. External and internal factors that continue to change will alter all strategies in the future.

Planning has an important and strategic role as a guide for the implementation of an activity to achieve the desired goals or objectives. Planning is a process of activities carried out to prepare decisions about what is expected to happen and what will be done. Broadly speaking, planning can be defined as a process of systematically preparing activities that will be carried out to achieve certain goals. According to Law No. 20 of 2003 concerning the national education system, education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential, including religious spiritual strength, self-control, personality, intelligence, noble character, and the skills needed by themselves, the community, the nation, and the state (Junaedi, 2019). Therefore, value-based strategic plan development

management is highly relevant to addressing the need for holistic and sustainable improvement in the quality of Islamic educational institutions.

RESEARCH METHODOLOGY

This study uses a qualitative approach with a case study design. The focus of the study is the process of planning, implementing, and evaluating strategic plans based on objectives, vision, and mission in Islamic educational institutions. Data collection techniques include in-depth interviews, observation, and documentation studies. Data analysis was conducted through data reduction, data presentation, and conclusion drawing. Data validity was ensured through source and technique triangulation. This study used a descriptive qualitative approach with case studies in Islamic educational institutions. This approach was chosen to gain an in-depth understanding of the process of planning, implementing, and evaluating strategic plans based on Islamic values in an effort to improve the quality of institutions.

RESULT AND DISCUSSION

Understanding Strategic Plan Development in Islamic Educational Institutions Based on Goals, Vision, and Mission

Academically, the word “management” comes from the English word “to manage,” which means to organize, take care of, or administer. Management is often defined as a science, skill, or profession. It is considered a science by Luther Gulick, as quoted by Nanang Fattah, because management is viewed as a field of knowledge that systematically seeks to understand why and how people work. It is considered a skill because management achieves goals by organizing others to carry out tasks. It is viewed as a profession because management is based on specific expertise to achieve managerial performance guided by a code of ethics (Kautsar, M., Julaiha, S. 2023). The term strategic management is formed from two words, namely strategic, which comes from the Greek word *strategia*, meaning the art or science of being a general. An effective Greek general needed to lead an army, win wars, defend territory, protect cities from enemy attacks, and destroy enemies.

With a fairly broad definition, strategic management shows that management is a system that is a single entity with various interconnected and interdependent components, all moving simultaneously in the same direction. The first component is strategic planning with its elements consisting of the vision, mission, and strategic objectives of the organization. The second component is operational implementation with its elements being operational goals or objectives, the implementation of management functions in the form of organizing, executing, and budgeting functions, situational policies, internal and external work networks, control and evaluation functions, and feedback.

The context of strategic management is defined as the main methods and tactics that are systematically designed in carrying out management functions aimed at the organization’s strategic objectives. This design is referred to as strategic planning.

Strategic management is the process of formulating and implementing plans and activities that are vital, pervasive, and continuous for an organization as a whole. Strategic management is a set of decisions and actions that result in the formulation and implementation of plans designed to achieve organizational goals, which have the following tasks:

- a. Formulating the vision and mission of Islamic educational institutions, including a general formulation of their philosophy and objectives.
- b. Developing a profile of Islamic educational institutions that reflects their internal conditions.
- c. Assessing the external environment of Islamic educational institutions, including competitors and contextual factors.
- d. Analyzing strategic alternatives by adjusting available resources to the external environment.
- e. Identifying each strategic alternative to determine which strategy best suits the organization's vision and mission.
- f. Select a set of long-term goals and general strategies.
- g. Develop annual goals and short-term strategies.
- h. Implement strategic choices by allocating technological resources and reward systems.
- i. Evaluate the success of the strategic process as input for future decision making.

Strategic management of Islamic educational institutions is a series of managerial decisions and actions that encompass the formulation, implementation, and evaluation of both short-term and long-term activities in a repetitive and continuous manner within an Islamic educational organization. This involves human and non-human resources in driving the organization forward and providing strategic control to achieve desired goals. According to (Triastuti, U. H. 2023), strategic planning is defined as follows: "Strategic planning is a disciplined effort to make important decisions and actions that shape and guide how an organization (or other entity) should be, what the organization or other entity should do. Nur, A. M., Nurarfiansyah, L. T., Oktaviani, D., & Mukhlisin, A. 2023). (explains that school development means making changes for the better. Of course, the changes referred to are related to school quality. Change is moving from a static state, which means moving towards a goal, an ideal statement, or a vision of what should be and how to move from the current condition, beliefs, or attitudes.

According to (Mesiono, 2010), the definition of strategy according to experts includes the following: Mary Parker Follet explains that management is the art of completing tasks through intermediaries. In this case, management can be interpreted as an activity carried out by a manager to direct subordinates or other people in completing work to achieve a goal. According to the educational process, there are activities in the form of active actions through dynamic interactions that are carried out consciously in an effort to achieve the desired goals. Therefore, educational actions are always active and planned, so education is an act or action carried out consciously to bring about the desired changes in attitude and behavior, namely the humanization of intelligent,

skilled, independent, disciplined, and noble-minded individuals. Upon further examination, the comprehensive improvement of human quality has actually been taught by Allah SWT, as stated in the Quran, Surah Al-Alaq, verses 1-5, which read:

إِقْرَأْ بِاسْمِ رَبِّكَ الَّذِي خَلَقَ ①
خَلَقَ الْإِنْسَانَ مِنْ عَلَقٍ ②
إِقْرَأْ وَرَبُّكَ الْأَكْرَمُ ③
الَّذِي عَلَّمَ بِالْقَلَمِ ④
عَلَّمَ الْإِنْسَانَ مَا لَمْ يَعْلَمْ ⑤

Meaning: “Read in the name of your Lord who created, He created man from a clot of blood, Read, and your Lord is the Most Generous, The Most Merciful, Strategic Management teaches (humans) through the pen, He teaches humans what they do not know”.

From the above verse, it can be understood that education covers all aspects of this universe, not only limited to humans, but with Allah as the Great Educator. The influence of nature and the influence of education are expected to become an integrated force that leads to the formation of a perfect personality. Therefore, education should not only emphasize teaching that is oriented towards intellectual reasoning alone, but should also emphasize education that leads to the formation of a complete and well-rounded personality.

Efforts to improve the quality of education continue to be made by various parties using various approaches. These efforts are based on an awareness of the importance of the role of education in human resource development and nation character building for the advancement of society and the nation. The dignity and prestige of a nation is largely determined by the quality of its education. In the context of Indonesia, improving the quality of education is a development goal in the field of national education and is an integral part of efforts to improve the overall quality of the Indonesian people.

Steps for Developing a Strategic Plan in Educational Institutions

The strategic management process consists of three stages or steps. These stages or steps are:

- a. Strategy formulation at this stage includes developing the vision and mission of Islamic educational institutions, identifying external opportunities and threats to Islamic educational institutions, identifying the internal strengths and weaknesses of Islamic educational institutions, and setting long-term goals for Islamic educational institutions.
- b. Strategy Implementation: At this stage, Islamic educational institutions must set annual goals, establish policies, motivate teachers and employees, and allocate resources to implement strategy development. Strategic execution involves developing a culture that supports the strategy, creating an effective Islamic educational institution structure, reorganizing marketing activities, preparing

budgets, developing and utilizing information systems, and linking employee compensation to the performance of Islamic educational institutions.

- c. **Strategy evaluation:** Strategy evaluation is the final stage of strategy management. The three main activities of strategy evaluation are reviewing external factors, which form the basis for developing the current strategy to be implemented, reviewing internal factors, measuring performance and achievements, and taking corrective action. Strategic assessment must be carried out because today's success does not guarantee tomorrow's success.

According to Stephen P. Robbins & Mary Coulter Robbins (2016): Identify your organization's mission, goals, and strategies. Currently, every Islamic educational institution needs a mission statement from these goals. Defining the mission guides managers to identify what the company needs to do.

Conduct an External Analysis

Conducting an Internal Analysis An internal analysis provides important information about the resources and capabilities of Islamic educational institutions.

Strategy Development

Strategy development requires managers to consider the realities of the environment and external capabilities in order to design strategies that will help Islamic educational institutions achieve their goals.

Strategy Implementation

Once strategies have been formulated, they need to be implemented. No matter how effectively an organization plans its strategies, its performance will decline if the strategies are not executed properly.

Evaluate

Results The final step in the strategic management process is to evaluate the results. How effective is the strategy in helping the organization achieve its goals? Below are the steps for developing a good strategy according to Nawawi (2023): 1. Form a strategic vision of where the organization is headed; 2. Set goals and create a strategic view of the specific performance results that the organization must achieve; 3. Formulate strategic options to achieve the desired results; 4. Implement the chosen strategy effectively and efficiently; 5. Evaluate the level of effectiveness of the strategy and its impact on performance results.

Developing a Strategic Vision A strategic vision is management's aspiration for the future direction and also provides a detailed description of where the organization is headed. This vision itself describes the organization's long-term goals and shapes the organization's identity. **Setting Strategic Goals for Madrasahs** Setting goals here is to translate existing vision and mission statements into concrete performance goals. All units within a madrasah must have specific goals that can be used to measure their performance and contribution to achieving the goals of the Strategy Formulation in Improving Education Quality.

Formulating the School's Vision and Mission

The vision and mission are formulated by first assessing the environment, namely what are the basic needs of the environment for education that can be provided by the school. Environmental assessment consists of two elements, namely the external and internal environments. External environmental assessment includes the identification and evaluation of social, cultural, political, economic, and technological aspects, as well as trends that may affect the organization. The results of the environmental assessment are a number of opportunities that must be exploited by the organization and threats that must be prevented or avoided. Internal environmental assessment consists of determining a realistic perception of all the strengths and weaknesses of the organization. The following are the steps in the strategy formulation process: formulation of vision and mission, external environmental assessment, internal environmental assessment, formulation of specific objectives, and determination of strategies and targets.

Formulation of School Objectives and Targets

Akdon emphasizes that organizational targets/objectives are very important because they are one of the cornerstones of an effective strategic planning process that supports each objective and specifies specific tasks to be completed in the short term if the organization is to be successful.

Determining School Organizational Strategy

Organizational strategy is a statement regarding the direction and actions desired by the organization in the future. The organizational strategy includes policies, programs, and management activities to carry out its mission.

Strategy Implementation in Improving Education Quality

Prim Masrokan emphasizes that strategy implementation describes how to achieve the goals formulated by the organization. This activity is a continuation of strategy formulation, which has several principles, namely:

- a) Analysis of strategic choices and keys to success,
- b) Setting goals, objectives, and strategies (policies, programs, and activities),
- c) Implementation, monitoring, and supervision systems that must be clearly formulated based on the results of the analysis that has been carried out to achieve goals effectively and efficiently.

As a school principal, there are two major tasks to be carried out in strategy implementation, namely: the first task is to ensure that the strategy implementation process is managed as well as possible so that what has been formulated previously can be carried out properly and in accordance with mutual expectations. The second task is to utilize all available resources, both human and non-human, to support the implementation of all established strategy formulations.

Strategy Evaluation in Improving Education Quality

Strategy evaluation in strategic management is an effort to monitor the results of strategy formulation and implementation, including measuring organizational performance and taking corrective measures if necessary. With strategy evaluation,

educational organizations are expected to be able to evaluate themselves to improve in the future in order to enhance the quality of education.

The Process of Developing Strategic Plans in Educational Institutions

Developing Islamic Educational Institution Strategies to Improve Education Quality

Environmental assessment consists of two elements, namely the external and internal environments. The results of environmental assessment are a number of opportunities that must be utilized by the organization and threats that must be prevented or avoided. MA NU Gondang Sragen utilizes the increasing achievements of its students, whose graduates are always accepted into prestigious schools, its highly competent human resources, its conducive environment, and its adequate facilities and infrastructure as strengths to realize its vision and mission. Meanwhile, the high level of public interest and fierce competition among schools are used as opportunities to continue advancing in order to realize the vision and mission. After the vision and mission are formulated, the next step is to determine the objectives and targets.

Akdon emphasized that organizational targets/goals are very important because they are one of the milestones in the process of formulating effective strategic planning that supports each objective and specifies specific tasks to be completed in the short term if the organization wants to be successful. After the objectives and targets have been formulated, the next step is to determine the strategies to realize the vision, mission, objectives, and targets that have been set. In formulating strategies, MA NU Gondang utilizes work meetings to formulate the best strategies. According to the results of the research, there are five strategies formulated by MA NU Gondang Sragen. These strategies are curriculum development, improving the quality of performance and welfare of human resources, building the school's image and improving student academic achievement, creating a harmonious school environment, and procuring and standardizing facilities and infrastructure.

The strategy implemented to improve the quality of education through the curriculum is to develop the curriculum. Curriculum development is the first focus in improving the quality of education. Meanwhile, the second strategy is to improve the quality of education by improving human resources. The core of empowerment itself includes three things, namely development, strengthening potential/capacity, and creating independence. Meanwhile, to improve quality through the enhancement of natural resources, the focus will be on improving facilities and infrastructure. The management of educational facilities and infrastructure is very supportive of the achievement of educational goals. The next step taken by MA NU Gondang is to improve student academic achievement.

Improving student academic achievement is important because student achievement is one of the factors of education quality. To achieve this, both academic and non-academic student achievement must be improved. The final strategy to improve education quality is to build the institution's image. One of the ways MA NU Gondang builds its image is by establishing good social relationships with other educational institutions and the community. The relationship between the school and the community

is a more focused communication activity between the school and the community through the following steps: getting to know each other, understanding each other, loving each other, helping each other, and supporting each other, so that good and mutually beneficial cooperation is realized between the parties involved, with the main objective of improving the quality of education. In accordance with Prim Masrokan's theory, the formulation of strategies reflects the true desires and goals of the organization. In this case, the organization must formulate a vision, mission, values, observe the internal and external environment, and make conclusions from the analysis of internal and external factors.

Implementation of Islamic Education Institution Strategies in Improving the Quality of Education

Strategy implementation in the context of strategic management is the process of translating formulated strategies into concrete actions. These actions are then managed properly so that the strategies can be realized. In the strategy implementation process, a principal must utilize all available resources, both human and non-human, to realize the strategy. Placing human resources according to their abilities and maximizing the use of non-human resources will enable the strategy to be realized. Conversely, if not managed properly, the strategy will not be realized.

In implementing the formulated strategy, MA NU Gondang formulated several activities. The technical implementation of these activities was left to the respective coordinators. In its implementation, the principal used a control system by establishing intensive communication.

Evaluation of Islamic Educational Institutions' Strategies for Improving Education Quality

The evaluation of strategies carried out by MA NU Gondang Sragen involves holding regular internal meetings and comprehensive meetings. MA NU Gondang Sragen uses these two types of meetings to evaluate the strategies that have been implemented. The institution will take steps for improvement in the future so that the strategies formulated will run smoothly. Akdon explained that there are two main types of evaluation, namely:

- a) Formative evaluation includes evaluations conducted before a program runs, while it is being implemented, or after the program is completed so that the results and impacts can be examined.
- b) Summative evaluation is an evaluation conducted for several periods/years, which requires the collection of time series data for several years being evaluated.

According to the researchers' analysis, the two types of evaluation described by Akdon have been applied by both institutions studied, both formative and summative evaluations. Therefore, the results of the strategy evaluation are a reference in efforts to improve the quality of education and school development plans, and at the same time serve as input for efforts to foster and develop the performance of school members in order to implement the vision, mission, and improve the school's accreditation status,

including being used as a benchmark for school quality competition at the international, regional, national, provincial, and district/city levels.

CONCLUSION

Strategic planning decisions bind companies or organizations to specific products, markets, resources, and technologies over time. Strategic decisions have significant functional and long-term implications for organizations. Implementing a strategy requires companies to set annual goals, provide orientation, motivate employees, and allocate resources so that the formulated strategy can be implemented. Strategy implementation is often referred to as the action phase of strategic management. The strategic management process consists of three stages or steps, namely strategy formulation, strategy implementation, and strategy evaluation. The three main activities of strategy evaluation are: 1) Reviewing external factors, which form the basis for developing the current strategy to be implemented, and reviewing internal factors; 2) Measuring performance and achievements; and 3) Taking corrective action. Strategic assessment must be carried out because today's success does not guarantee tomorrow's success.

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