

Analysis of the Management Strategy of School Principals in Improving the Quality of Education through SWOT Analysis

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ABSTRACT

Keywords:

*Educational Quality,
Strategic Management,
SWOT Analysis,
Principal's Strategic*

The principal's strategic management is the process of planning, organizing, implementing, leading, and controlling the efforts of the members of the organization and utilizing all organizational resources in order to achieve the goals that have been set. The focus of this research are: (1) How is the strategic management of the perspective SWOT principal at Public Senior High School 11 Lhokseumawe?, (2) What are the obstacles to the management of the perspective SWOT principal strategy at Public Senior High School 11 Lhokseumawe?, (3) How is the principal overcome the obstacles strategic management of the perspektive SWOT principal at Public Senior High School 11 Lhokseumawe?, with the aim of (1) to describe the perspektive SWOT school principal's strategic management (Study of Public Senior High School 11 Lhokseumawe), (2) to describe the constraints on the strategic management of the perspective SWOT principal (Study of Public Senior High School 11 Lhokseumawe), and (3) to describe how to overcome the constraints of the principal's strategic management from a SWOT perspective (Study of Public Senior High School 11 Lhokseumawe). The method used is a qualitative method with a descriptive approach. The data sources of this research are the principal, the waka of the curriculum and the teacher. Collecting data using observation, interview and documentation techniques. Data analysis was carried out using descriptive qualitative analysis techniques, through data reduction, data presentation and conclusion drawing. The results of this study indicate tha (1) the principal's strategic management of the perspective SWOT forms management openly, (2) involves all staff, (3) conducts deliberation to make decisions, (4) makes work programs for each teacher and employee in accordance with the required skills. owned, (5) perform a SWOT analysis to find out the strengths, weaknesses, opportunities and threats that exist in accordance with the conditions of the school.



ARTICLE HISTORY


Received: 15-08-2022

Accepted: 24-11-2022

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 <https://doi.org/10.47766/tharwah.v2i2.1004>

INTRODUCTION

We cannot avoid the progression of time; the development of increasingly modern times compels us to be able to adapt so as not to become obsolete. All aspects of life are complemented by advances in science, technology, culture, and the arts, making change difficult (Jemani & Zamroni, 2020; Zainal et al., 2022). Educational institutions must eventually be able to engage in change management. Consequently, educational institutions must be able to adapt to the changing environment to remain competitive. The purpose of school is to develop the human resource capacity necessary to keep up with these changes. (Burhanuddin, 2003)

Strategic management is a method of controlling educational institutions so that the implemented objectives are met effectively and efficiently (Nagy et al., 2021; Sinuany-Stern & Sherman, 2021). This objective will be met if the institution is governed and regulated by a separate entity. Principal strategic management is essentially the process of planning, organizing, implementing, leading, and controlling the efforts of organization members and the use of all organizational resources to achieve predetermined objectives (Alareeni & Hamdan, 2022; Bristoll, 2021). It is referred to as a process because all managers, using their specialized knowledge, pursue and employ a variety of interrelated activities to achieve their goals.

To fulfill their responsibilities and functions as leaders, school principals must have the right strategy to empower educators and education staff through collaboration, provide opportunities for educators and education staff to develop their profession, and carry out a variety of activities to support the implementation of school programs superior quality (Cheng, 1993; Sartika & Nengsi, 2022).

The principal is a school program setting. Because, in the future, the director is expected to be able to lead, foster and provide or develop work motivation, and establish better communication to attract followers to the set goals (Khine & Liu, 2022). Principals play an essential role in the efficacy of educational institutions. We will never find a good school with a bad principal or, conversely, a good school principal with a less-qualified school (Devi & Subiyantoro, 2021). A good school principal will be dynamic and will organize a variety of educational programs (Fanani, 2022).

The principal is an educational component that plays an important role in

improving the quality of education. in 1990 Paragraph 1 of Article 12 PP 28 stipulates that "Directors are responsible for the implementation of educational activities, school administration, training of other educational staff, use and maintenance of premises and infrastructure (Nur Khomisah Pohan & Hellen Tiara, 2022; Prasetyo & Salabi, 2021).

According to initial observations and interviews conducted by researchers at Public Senior High School 11 Lhokseumawe, there are a number of indicators that the principal's strategy that has been implemented in the school is ineffective. This is because the principal has little control over the external and internal environment, which has led to a lack of discipline that causes students to arrive late. bringing cell phones to school, time management for teachers who teach in the classroom, and unclean school environments. This is caused by the principal's lack of communication.

Based on the preceding description, the author is interested in conducting additional research on the school's available information under the "SWOT Perspective School Principal Management Strategy Analysis (Study of Public Senior High School 11 Lhokseumwe)".

METHODS

The present study adopts a qualitative research methodology, which entails analyzing a phenomenon or social situation through descriptive data. Qualitative research is distinguished by its emphasis on comprehending and describing phenomena comprehensively and subjectively. The primary objective of descriptive qualitative research is to provide an accurate depiction of group processes and relationships, providing both verbal and subjective insights as well as context-specific information.

Often, qualitative descriptive research is conducted in the field, where researchers immerse themselves in the environment under study. This method permits the exhaustive description and investigation of diverse situations and phenomena in their natural contexts. By engaging in direct fieldwork, researchers can collect rich data that captures the complexities and nuances of the investigated social setting.

Qualitative research methodologies enable researchers to delve profoundly into the experiences, perceptions, attitudes, beliefs, and behaviors of participants through techniques such as interviews, observations, and the analysis of textual materials. Rather than relying solely on numerical data or statistical analysis, these approaches emphasize capturing the breadth and depth of human experiences within specific contexts.

By employing a qualitative research methodology in this investigation, researchers hope to obtain a comprehensive understanding of the investigated phenomenon or social situation. Through comprehensive descriptions and interpretations derived from direct engagement with the field setting, this methodology contributes to our understanding of complex human processes and relationships.

RESULT AND DISCUSSION

SWOT Analysis Primary Management Strategy (Study Public Senior High School 11 Lhokseumawe)

SWOT analysis, as a technique for evaluating the strengths, weaknesses, opportunities, and threats of a process, plays a crucial role in strategic decision-making. This analysis collects vision and mission statements and identifies external factors that either support or hinder the achievement of goals (Zainal et al., 2022). The acronym SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, representing the internal and external factors that are analyzed.

The SWOT analysis is a systematic approach to identifying and understanding various factors that influence a company's strategy. It is based on factual information and aims to maximize strengths and opportunities while minimizing weaknesses and threats. By conducting a SWOT analysis, organizations gain valuable insights into their internal capabilities (strengths and weaknesses) and external factors (opportunities and threats) (Habibi, 2020; Petrick & Furr, 2017).

The outcomes of a SWOT analysis are instrumental in the strategic decision-making process. Vision, mission, objectives, strategies, and policies are all interconnected with this analysis, as they guide the overall strategic direction of the organization. Therefore, it is essential for strategic planning to thoroughly analyze the current situation's strengths, weaknesses, opportunities, and threats (Rohim et al., 2017).

In conclusion, SWOT analysis provides a structured framework for evaluating internal and external factors that impact an organization's strategy (Ghemawat, 2017). By leveraging strengths and opportunities while addressing weaknesses and threats, organizations can make informed decisions and develop effective strategies to achieve their goals. Sharlin utilizes SWOT analysis to identify the strengths and weaknesses of schools, as well as the opportunities and challenges they face. The strategic management phase of a

SWOT analysis is an environmental analysis technique. The SWOT analysis provides organizational decision-makers with information that can serve as the basis and juncture for decisions and actions. If the solution is implemented effectively, the school will be able to achieve its objectives. Thus, SWOT analysis is a technique for analyzing the factors that affect a company (Jones, 2016).

Albert Humphrey developed the SWOT analysis while directing a research project at Stanford University between 1960 and 1970 using Fortune 500 industry data (a Microsoft industry). The four components of a SWOT analysis are strengths, weaknesses, opportunities, and threats. In a process of operation, an object's total operational potential is its strength. Weakness is the absence of objects. Ability is the ability that an object possesses. Threats are disruptions that arise during the execution of an object (Humphrey, Albert S, 2005). (1) how strengths can take advantage of existing opportunities; (2) how to overcome weaknesses that prevent strengths from taking advantage of existing opportunities; (3) how strengths can overcome existing threats; and (4) how to overcome weaknesses that can cause threats to materialize. (Hidayat, 2022; Humphrey et al., 2020)

Strategic management is the process of preparing future steps to build the organization's vision and mission, setting strategic objectives, and designing strategies to achieve those objectives. Planning, formulating a strategy, making decisions, and evaluating are unavoidable phases in the strategic planning process (Westley & Mintzberg, 1989).

Based on the description of management strategy data from the SWOT perspective of school principals at Public Senior High School 11 Lhokseumawe, the findings of his research indicate that the principal uses strategic management, including forming management openly, involving all staff, conducting deliberations to make decisions, creating work programs for each teacher and employee based on skills possessed, and conducting a SWOT analysis to determine strengths, weaknesses, opportunities, and threats.

Principal of Public Senior High School 11 Lhokseumawe's strategic management consists of three phases: preparation of strategic planning, strategy implementation, and strategy evaluation. Prior to preparing the strategic plan for Public Senior High School 11 Lhokseumawe, the environmental conditions were analyzed so that the differences between the internal and external environments could be identified. The strategic environment can impact the execution of the organization's primary responsibilities, functions, and achievement of its objectives. To achieve the desired environment, it is necessary to conduct an environmental analysis to

determine the current and future environmental conditions. The results of the analysis of the internal and external environment will serve as a crucial basis for designing a strategy, as they will aid management in developing a strategic plan that will be simpler to implement.

In addition, during the stage of implementing the management strategy of Public Senior High School 11 Lhokseumawe, the principal formulates an operational strategy by developing programs to be implemented in schools, establishing an annual goal or short-term duration, and empowering available resources to realize the strategic plan.

The principal of Public Senior High School 11 Lhokseumawe supervises the evaluation phase of strategic management in order to encourage and motivate the smooth implementation of all activities. The principal attempts to monitor the progress of the planned activities. All implemented strategies can be altered in the future based on the results of monitoring because internal and external factors are constantly changing. Basic strategy evaluation consists of examining internal and external factors, measuring accomplishments, and acting with caution.

In preparing strategic planning at Public Senior High School 11 Lhokseumawe, success factors are closely tied to the organization's vision, mission, objectives, and performance. The success factors of an organization are the elements that will determine the success or failure of its strategy in achieving its vision and mission.

The SWOT-based strategic management model serves as a starting point for school principals to pursue long-term goals while considering both internal and external environmental conditions or changes. Within the context of Public Senior High School 11 Lhokseumawe, the principal recognizes the SWOT analysis as a valuable and effective analytical instrument for identifying new innovations within the school environment. In addition, it is considered a flexible tool for both group and individual decision-making processes.

The ability to expand and develop a company's vision and mission is one of the most significant advantages of utilizing SWOT analysis. SWOT analysis can provide insight into potential future changes within an organization by employing a methodical approach involving procedures for self-reflection that emphasize positive aspects and areas for improvement. This proactive assessment enables organizations and institutions to manage their strengths strategically, minimize their weaknesses, capitalize on available opportunities, and effectively navigate potential threats originating from internal or external factors.

Through this exhaustive evaluation process, schools can maximize their impact on students' educational experiences by capitalizing on their inherent strengths. They can simultaneously identify areas requiring enhancement or development in order to boost overall performance. Schools can maintain a competitive advantage by capitalizing on emerging opportunities in the educational landscape and mitigating threats posed by factors such as changing demographics and technological advancements.

It is essential for educational institutions to recognize that effective strategic management requires proactive planning and implementation based on the results of a SWOT analysis. Principals of schools play a crucial role in facilitating this process by fostering collaboration among stakeholders, aligning resources with designated priorities, and continuously monitoring progress toward desired goals.

The SWOT-based strategic management model enables school principals, such as those at Public Senior High School 11 Lhokseumawe, to respond proactively to internal and external changes or conditions while pursuing long-term goals. By utilizing SWOT analysis as a flexible instrument for group and individual decision-making processes, schools can expand their vision and mission statements while anticipating future organizational changes through systematic self-reflection procedures. Organizations in the education sector must effectively manage their strengths, resolve their weaknesses proactively, minimize threats, and seize available opportunities resulting from a variety of internal and external factors. This comprehensive approach ensures sustainable growth, fosters innovation, and enhances overall organizational performance in pursuit of excellence in education.

Constraints of Principal Strategic Management: A SWOT Analysis (Study Public Senior High School 11 Lhokseumawe)

In an interview on 24 May 2022, the school principal stated,

"There are always obstacles in an organization or institution, whether they are caused by internal or external factors; however, with the participation of teachers, education staff, and other staff, all obstacles can be overcome."

In an interview on May 24, 2022, Mrs. Marlina stated,

"The principal at Public Senior High School 11 Lhokseumawe faces a challenge in strategic management due to a lack of financial resources."

When you want to implement a program, you are sometimes unable to do so because the available funds are insufficient.

In an interview with Mrs. Hafziah on May 24, 2022, she stated,

"The obstacles to the management of the principal's strategy at Public Senior High School 11 Lhokseumawe are financing, funds, and parental support, so there are still strategies that do not work well, so when you want to make a strategy involving guardians students, the principal must first hold a meeting to make decisions."

The management strategy information for the principal of Public Senior High School 11 Lhokseumawe reveals the existence of limitations, particularly in terms of financing and funds. When endeavoring to implement new programs or initiatives within a school, inadequate financial resources frequently pose obstacles.

24 May observations shed light on a number of academic obstacles encountered by Public Senior High School 11 Lhokseumawe. Due to economic constraints, the dearth of parental support is a significant obstacle. This limitation hinders the school's ability to garner adequate parental support, which can have a direct impact on student outcomes and educational progress as a whole.

Diverse student learning motivations constitute a further barrier. Students may demonstrate varying levels of enthusiasm or engagement, making it difficult for educators to consistently cultivate a conducive learning environment that meets the needs and interests of every student.

In addition, the issue of students carrying cell phones to school continues to be a concern. The presence of cell phones can be disruptive and divert students' attention away from their studies, which may negatively affect their academic performance and classroom concentration.

Furthermore, an unsupportive school environment poses difficulties in implementing various school programs effectively. This may be due to insufficient resources, a lack of infrastructure, or a lack of administrative support. Such conditions impede the successful implementation of initiatives intended to improve the teaching and learning experiences of both students and teachers.

To resolve these issues, it is essential for the principal of Public Senior High School 11 Lhokseumawe to investigate strategies that alleviate financial constraints by pursuing alternative funding sources or maximizing existing resources more effectively. Efforts should also be made to actively engage

parents through effective communication channels that emphasize the significance of their participation in supporting their children's education despite financial constraints.

Implementing differentiated instructional approaches tailored to individual requirements can increase student engagement and motivation in the classroom, given the diversity of student learning motivations. To address issues related to cell phone use at school, explicit guidelines regarding acceptable usage policies should be established, while students' awareness of digital citizenship should be raised. The principal should endeavor to create a supportive school environment by addressing infrastructure deficiencies and nurturing collaborative relationships among staff members through professional development opportunities that promote teamwork and shared goals.

By proactively addressing these academic obstacles with targeted strategies aligned with available resources, Public Senior High School 11 Lhokseumawe can improve its educational ecosystem, allowing both students and educators to thrive despite the existence of obstacles.

On the basis of an in-depth analysis involving interviews, observations, and documentation, it is evident that funds, financing, and cooperation pose significant limitations on the strategic management of school principals. In order to effectively manage educational institutions, principals endeavor to overcome these obstacles through conscious effort and proactive measures.

As educational institutions work towards attaining their intended objectives, the implementation of the strategic management analysis model produces positive results. This model enables principals to design and implement strategies that leverage the expertise of all organizational actors within the school, while taking internal and external factors into consideration. Educational institutions can operate more efficiently and effectively by aligning these strategies with their organizational goals.

The principal at Public Senior High School 11 Lhokseumawe recognizes the value of the SWOT-based strategic management model as a starting point for achieving long-term goals. The principal is convinced that SWOT analysis is an efficient and accurate method for identifying new innovations in the school environment. In addition, the SWOT analysis facilitates both group and individual decision-making processes.

In addition, the leader acknowledges that SWOT analysis serves as a tool for expanding and enhancing the organization's vision and mission. By employing a methodical approach that includes both positive and negative self-

reflection procedures, SWOT analysis becomes capable of predicting future organizational changes. It allows organizations to effectively manage their strengths and minimize their deficiencies. Moreover, it enables them to capitalize on opportunities created by internal or external factors while minimizing potential hazards.

The financial, financial, and cooperative constraints encountered by school principals necessitate deliberate efforts to overcome these obstacles effectively. The strategic management analysis model provides a framework for educational institutions to accomplish their intended objectives by leveraging organizational expertise across multiple domains and taking internal dynamics and external influences into consideration. Principal of Public Senior High School 11 Lhokseumawe recognizes SWOT analysis as a valuable tool within this framework, facilitating rapid identification of innovative school practices. In addition, it facilitates group decision-making processes while expanding the vision and mission of the organization. Through systematic self-reflection procedures, SWOT analysis enables organizations to anticipate future changes, promote their strengths, minimize their vulnerabilities, capitalize on their opportunities, and avoid potential threats. This holistic approach improves overall organizational performance, allowing educational institutions to pursue their long-term goals more efficiently and effectively.

Junior High School 11 Lhokseumawe's strategic management is implemented through a well-defined process consisting of three phases: preparation of strategic planning, strategy implementation, and strategy evaluation. The principal recognizes the significance of thoroughly analyzing the environmental conditions before formulating the strategic plan. This analysis helps identify the disparities between the internal and external environments, which can impact the organization's core responsibilities, functions, and objective attainment.

In order to create a favorable environment conducive to success, it is imperative to conduct a comprehensive environmental analysis that encompasses both the present and future conditions. The findings derived from analyzing the internal and external environment serve as a vital foundation for designing an effective strategy. Armed with this knowledge, the management team can develop a strategic plan that is not only feasible but also easier to implement.

Moving on to the implementation stage, the principal of Junior High School 11 Lhokseumawe formulates an operational strategy. This involves developing specific programs and initiatives that will be implemented within

the school. Additionally, the principal establishes annual goals or short-term objectives that align with the overall strategic plan. To ensure the successful execution of the strategy, the available resources are effectively leveraged and empowered.

By following this systematic approach to strategic management, Junior High School 11 Lhokseumawe aims to achieve its desired outcomes and create a positive impact. The principal recognizes the importance of aligning the strategic plan with the operational activities of the school, ultimately contributing to the overall growth and development of the institution.

Ways to Overcome Strategic Management Constraints Principal SWOT Perspective (Study Public Senior High School 11 Lhokseumawe)

In an interview with the school's principal on 24 May 2022, he stated, *"When overcoming obstacles in strategic management, I always prioritize deliberation, because through deliberation we will arrive at the best solution for every problem."*

In an interview with Mrs. Marlina on May 24, 2022, she stated, "In overcoming obstacles, we always make continuous improvements so that we can get better, and we never give up and never give up, we always evaluate mistakes and look for the roots of the problem, and we held a meeting to determine the most effective approach to solving the problem."

Based on the presentation of strategic management data, the principal of Public Senior High School 11 Lhokseumawe overcomes all existing obstacles by minimizing obstacles, investigating the causes of these obstacles, and conducting staff-wide deliberations.

Cooperation with subordinates is always utilized by effective leaders to accomplish predetermined objectives. The principal of Public Senior High School 11 Lhokseumawe is a democratic leader who prioritizes deliberation when making decisions. We can arrive at a better solution in light of the current conditions or circumstances if we deliberate.

CONCLUSION

The SWOT perspective school principal management strategy (study of Public Senior High School 11 Lhokseumawe) can be summarized as follows, based on the presentation and discussion of field data: (a) the principal employs strategic management, including strategic planning, formulating strategies, making decisions, and evaluating based on the internal and external conditions of the school environment using SWOT analysis. (b) restrictions on managing the principal's strategy, namely funds, financing, and parental support. (c) the way to overcome strategic management obstacles is by deliberating with all school components to use available funds for more important programs and following the school environment.

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