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Implementation of Strategic Management to Enhance Educational Quality: A Perspective of Postgraduate Students at Malang State Islamic University

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Abstract

The purpose of this research is to find information about the implementation of strategic management to enhance the quality of education from the perspective of postgraduate students at Malang State Islamic University. The research method used is descriptive qualitative research with a case study design. Data collection techniques in the form of interviews with the form of unstructured interviews. The research subjects are postgraduate students in Islamic education management of Malang State Islamic University, selected based on criteria such as having work experience in the field of education, such as curriculum vice principals, student affairs vice principals, and educators. Subsequently, data analysis is conducted through a series of coding processes and categorization according to theories related to strategic management. The research findings indicate that in the implementation of strategic management to enhance the quality of education, there are several elements, including environmental observation, strategy formulation, strategy implementation, and evaluation. Additionally, there are inhibiting factors and supporting factors in implementing strategic management. Improving the quality of education is not solely focused on academic outcomes but also involves effective, organized management that is synergistic towards all aspects supporting the enhancement of education quality.

Keywords: Implementation, Strategy Management, Education Quality

Abstrak

Tujuan penelitian ini adalah untuk mengetahui informasi mengenai penerapan manajemen strategis untuk meningkatkan mutu pendidikan dari sudut pandang mahasiswa pascasarjana Malang State Islamic University. Metode penelitian yang digunakan adalah penelitian deskriptif kualitatif dengan desain studi kasus. Teknik pengumpulan data berupa wawancara dengan bentuk wawancara tidak terstruktur. Subjek penelitian adalah mahasiswa pascasarjana Manajemen Pendidikan Islam Universitas Islam Negeri Malang yang dipilih berdasarkan kriteria antara lain memiliki pengalaman kerja di bidang pendidikan seperti wakil kepala kurikulum, wakil kepala

kesiswaan, dan tenaga pendidik. Selanjutnya analisis data dilakukan melalui serangkaian proses pengkodean dan kategorisasi sesuai teori yang berkaitan dengan manajemen strategis. Temuan penelitian menunjukkan bahwa dalam penerapan manajemen strategis untuk meningkatkan mutu pendidikan terdapat beberapa unsur antara lain observasi lingkungan, perumusan strategi, implementasi strategi, dan evaluasi. Selain itu terdapat faktor penghambat dan faktor pendukung dalam penerapan manajemen strategis. Peningkatan mutu pendidikan tidak semata-mata terfokus pada capaian akademik saja, namun juga melibatkan pengelolaan yang efektif, terorganisir, dan sinergis terhadap seluruh aspek pendukung peningkatan mutu pendidikan.

Kata Kunci: Implementasi, Manajemen Strategi, Mutu Pendidikan

Introduction

Education is one of the foremost aspects crucial to human life and the civilization of a nation. The progress of a nation is inexorably linked to the support of quality education. Therefore, education needs to be constructed and developed to produce excellent and quality human resources in their respective fields, capable of global competitiveness. Quality education is conducted following the Education System National Law of 2003, Article 3, which states that 'National education serves to develop the abilities and shape the character and civilization of a dignified nation to enlighten the life of the nation, aimed at the development of the potential of learners to become individuals who are faithful and devoted to the One Almighty God, have noble character, healthy, knowledgeable, competent, creative, independent, and become democratic and responsible citizens.

The quality of education in Indonesia is still relatively low. This is evidenced by

Data was released by Worldtop20.org, which collected statistical data from six international organizations: OECD, PISA, UNESCO, EIU, TIMSS, and PIRLS. From this data, it is revealed that the education ranking in Indonesia in 2023 was 67th out of 203 countries worldwide.¹

School principals, educators, and educational staff play a crucial role in managing and improving the quality of education, whether it's oriented toward short-term, medium-term, or long-term goals.² One effort to improve the quality of education is the need for a strategic management concept. Quality education is born from quality educational institutions. Therefore, the improvement of education quality can be realized if educational institutions implement strategic management correctly.

According to Zainuri & Masduki (2020), strategic management is a method for managing and organizing a plan to achieve goals and the ways to achieve those

goals to lead the organization toward the desired future. Strategic management can also be interpreted as a way to organize people and the application of how to make and then evaluate decisions that enable the organization to achieve future goals.³ The quality of education is not a simple endeavor, but rather a dynamic and challenging activity. Education will continue to evolve with the changes in the surrounding era, as education is a product of its time. Therefore, education always requires efforts for improvement and quality enhancement in line with the increasing needs and guidance of societal life.⁴

Some previous relevant research to this study includes Musnaeni (2022) with the research titled "The Importance of Strategic Management in Improving Education Quality." The results of the study depict a significant improvement in the quality of education in schools that are well-managed. Schools not supported by effective management processes will affect educational goals. The improvement in education quality will certainly impact the graduates from those schools. Through strategic management, future opportunities can be expanded, and occurring risks can be minimized. Strategic management can be achieved if all stakeholders directly involved with the school participate, such as school administrators, parents, faculty, and staff.⁵

The research conducted by Setiawati (2020) titled "Strategic Management to Improve Education Quality", resulted in the planning and implementation of strategic management at MA Syamsul 'Ulum in Kota Sukabumi being carried out through various activities, including formulating and establishing a vision and mission, analyzing opportunities, threats, obstacles, and alternative problem-solving, providing Ma'had facilities, opening enrichment classes, and improving the quality of teaching and educators. Meanwhile, evaluation activities at MA Syamsul 'Ulum are conducted through: official meetings such as school head meetings with committees, special meetings of school heads, vice principals, teachers, staff, and foundation leaders, and various meetings that result in beneficial activities.⁶

The research conducted by Nur'Azizah (2023) titled "Strategic Management in Improving Education Quality (Case Study at Madrasah Tsanawiyah Negeri 2 Ponorogo)" states that Madrasah Tsanawiyah Negeri 2 Ponorogo, in formulating strategic processes, includes developing vision and mission, identifying external opportunities and threats to an organization, and designing strategies to achieve organizational goals. The institution has implemented strategic management through programs such as regular, bilingual,

acceleration, ICP, and ma'had, as well as extracurricular activities. They also organize training sessions, seminars, and workshops for educational staff. Open evaluation is conducted through meetings, Google Forms, performance appraisals, supervision, and encouragement to continually enhance contributions to the improvement of education quality.⁷

Furthermore, research conducted by Qurtubi (2023) titled "Strategic Management in Improving Education Quality at MTs YKM3 Daarul Qur'an" concludes that to enhance education quality, the strategies employed by the Madrasah Principal begin with high commitment and responsibility by assessing and utilizing internal school resources such as the Madrasah Principal's experience, human resources, facilities, and infrastructure, as well as existing school management. Subsequently, they determine plans from the strategies to be implemented concretely in the education process involving stakeholders.⁸

The difference between previous research and the research conducted by the researcher lies in its focus on the perspective of postgraduate students at Malang State Islamic University. Thus, this research is titled "Implementation of Strategic Management to Improve Education Quality from the Perspective of Postgraduate

Students at Malang State Islamic University".

Method

The method employed in this research is the qualitative descriptive method. Descriptive research is a method that describes and interprets objects as they are.⁹ This research is a type of case study. According to Prastowo (2011), a case study is an intensive and detailed investigation into a particular case, event, environment, or situation that allows for the revelation or understanding of something. The data collection technique involves interviews, which is the process of obtaining information through question-and-answer sessions in the form of unstructured interviews. Subsequently, data analysis is carried out through a series of coding processes and categorization according to theories related to strategic management. The subjects in this study are postgraduate students of Islamic Education Management at Malang State Islamic University in their first semester, consisting of 2 females and 1 male. The selection of research subjects is based on the criteria of students who have work experience in the field of education such as vice principals for curriculum, vice principals for student affairs, and educators.

Results and Discussion

"Strategic management is a phrase derived from two words "management" and "strategy". Management signifies a process framework comprising activities to guide and direct a group of people's efforts to achieve organizational goals. Management is the science of organizing, managing, and directing individuals so that they can work toward fulfilling organizational objectives.¹⁰

According to Setiawati (2020), strategic management is a series of decisions and managerial actions carried out through the process of observing the current situation, formulating and determining future performance, and then implementing and evaluating to achieve organizational goals and success.¹¹

According to Wheelen and Hunger in Zahro Kotu (2022), the fundamental elements of strategic management are Environmental scanning, Strategy formulation, Strategy Implementation, Evaluation, and Control.¹²

In the *Kamus Besar Bahasa Indonesia*, "mutu" is defined as the measure of the good or bad quality of an object, condition, level, or degree (such as skill, intelligence, etc.). In education, quality refers to the outcome of education which refers to the achievements attained by a school within

specific periods such as every quarter, semester, year, 5 years, and so on. Achievements can be in the form of academic test results (e.g., general exams and national exams), as well as achievements in other fields such as sports or arts. Furthermore, school achievements can also include intangible conditions like discipline, camaraderie, and mutual respect.¹³ In the process of quality education, various inputs are involved.¹⁴, such as teaching materials (cognitive, affective, or psychomotor), methodologies (varying according to teacher's abilities), school facilities, administrative support, infrastructure, and other resources, as well as the creation of a conducive atmosphere.

All components of educational management must be oriented towards achieving quality. The improvement of quality in educational institutions needs to be supported by the managerial abilities of the school principal and other school components. In this regard, strategic management needs to be implemented in an educational institution to strengthen the internal and external systems related to the management of strategic decisions that will affect the institution's existence in the long term.

Here are the research findings based on the interviews conducted.

Table 1. Research Findings

			Supporting Factors & Hindering Factors
Strategic Management for Improving Education Quality	Observation	<ol style="list-style-type: none"> 1. Analyzing SWOT to evaluate the strengths and weaknesses existing in the institution. 2. Focusing on the highest priority based on analysis of internal and external factors. 3. Holding meetings to discuss internal and external issues. 4. Conducting study visits to schools that have successfully implemented strategic management to improve understanding of effective strategic management. 	<p>Supporting Factors:</p> <ol style="list-style-type: none"> 1. Strong leadership and loyalty 2. Community participation, including parents or school component organizers. 3. Adequate human resources 4. Support from partnerships and networks 5. Internal institutional strengths, especially human resources such as teacher and staff competencies, as well as effective leadership. 6. Consistency in backgrounds to avoid uneven treatment. <p>Hindering Factors:</p> <ol style="list-style-type: none"> 1. Limitations in facilities and infrastructure. 2. Social and cultural conditions factors. 3. Incompatibility with local needs. 4. Weakness in human resources and lack of awareness of existing opportunities and potentials.
	Formulation	<ol style="list-style-type: none"> 1. Formulating the vision, mission, and objectives of the school. 2. Providing services based on the values and aspirations of the madrasah in the long term. 3. Formulating policies and strategies for achieving the school's objectives. 4. Emphasizing to school members the importance of collaboration to achieve the madrasah's goals. 	
	Implementation	<ol style="list-style-type: none"> 1. Selecting new students through the admissions process and assigning educators according to needs and competencies. 2. Creating and developing extracurricular programs. 3. Implementing professionalism, discipline, and responsibility in tasks. 4. Conducting deliberations in decision-making by school component organizers. 5. Building trust and mutual understanding among school members. 	
	Evaluation	<ol style="list-style-type: none"> 1. Measuring the performance of educators and monitoring all results obtained for improvement steps. 2. Conducting internal and external evaluations. 3. Identifying strengths and weaknesses of the processes undertaken. 4. Re-evaluating planning by referring to presentation reports. 5. Gathering school component organizers to identify and rectify issues. 6. Seeking solutions through deliberation for the improvement and development of programs that support education quality enhancement. 7. Motivating educators and staff. 	

Based on the research findings, in implementing strategic management for improving education quality, there are several fundamental elements: Observation, Formulation, Implementation, and Evaluation.

a. Environmental Observation

Efforts to improve education quality must be forward-looking by conducting environmental observations that consider opportunities and threats externally, pay attention to internal strengths and weaknesses, and then identify strategies to leverage opportunities and address challenges, and weaknesses held by the institution to achieve the desired goals.¹⁵

In line with the theory, as evidenced by the research findings through interviews with postgraduate students at Malang State Islamic University, as follows:

“Analyzing what strengths the institution possesses, as well as minimizing and addressing the weaknesses present in the institution”.

“Focusing on the most important priorities by considering internal and external factors, then holding meetings to discuss the issues and shortcomings present internally or externally”.

“Conducting benchmarking studies at madrasahs that have effectively implemented strategic management to enhance insights and knowledge about good strategic management”.

Based on the above interview results, it can be concluded that observation in the process of strategic management in improving education quality is as follows:

- 1) Analyzing SWOT to evaluate the strengths and weaknesses present in the institution.
- 2) Focusing on the most important priorities based on analysis of internal and external factors.
- 3) Holding meetings to discuss internal and external issues.
- 4) Conducting study visits to madrasahs that have successfully implemented strategic management to enhance understanding of effective strategic management.

SWOT analysis is a method commonly used to analyze in achieving goals. As explained by Sodikin & Gumiandari (2022) SWOT Analysis is a method that includes strategic planning to measure strengths, weaknesses, opportunities, and threats that can be applied. This can facilitate the

formulation of strategies and provide a clear picture for implementing the role of internal factors.¹⁶

b. Strategy Formulation

Strategy formulation is the process of developing long-term management concepts aimed at minimizing threats that may disrupt the management process. In this strategy formulation, it will reflect on the vision, mission, objectives, and policies of the institution.¹⁷

The results of the research through interviews with postgraduate students at Malang State Islamic University are as follows:

“Formulating the school's Vision, Mission, and Objectives is crucial in the strategic management process to determine the direction of the institution's future goals”.

“Having direction or policies to achieve the desired goals. In addition, the madrasah can also provide services based on the values to be developed and the aspirations of the madrasah in the long term”.

“With the existence of the madrasah's vision, mission, and objectives, it can remind employees to be aligned and supportive in realizing the

institution's goals”.

Based on the above interviews, it can be concluded that the formulation of the school's vision, mission, and objectives is a process in strategic management to provide strategic direction, institutional policies, development of desired values, and effective coordination among all employees to achieve the madrasah's long-term goals.

In strategy formulation, the researcher found that before the institution formulates its vision, mission, and objectives, environmental observation is conducted first to assess which strategies will be pursued next. This is also based on the theory of Sagala that the formulation of vision, mission, and objectives is done to assess the environment, namely the needs of the basic education environment that can be responded to by the school. Specific objectives are formulated through the detailed implementation of the vision and mission. Subsequently, strategic plans are made through a series of programs as strategic activities.¹⁸

c. Strategy Implementation

After the process of strategy formulation, the next step is the implementation of strategic management

to realize the plans that have been made. According to Abin (2017), Strategy implementation is a management behavior process as a result of strategy formulation in the form of programs, policies, and procedures.¹⁹ Additionally, according to Qori (2019), Strategy implementation is the process of realizing various strategies and policies through actions such as developing programs, budget designs, and procedures.²⁰

In line with these theories, the research findings conclude that the implemented strategies are as follows:

- 1) Selecting new students through the admissions process and assigning educators according to needs and competencies.
- 2) Creating and developing extracurricular programs.
- 3) Implementing professionalism, discipline, and responsibility in tasks.
- 4) Conducting deliberations in decision-making by school component organizers.
- 5) Building trust and mutual understanding among school members.

d. Evaluation

The final component in the series of strategic management processes is evaluation. Evaluation is conducted to identify the issues and constraints faced by the institution. It also aims to determine the success of program implementation, policies, and procedures. In the evaluation process, there is a reorganization of a new strategic management to improve the previous strategies. As the findings from research conducted through interviews with postgraduate students at Malang State Islamic University, it is as follows:

“In the process of strategic management evaluation, the first step is to measure the performance of educational staff, monitor all outcomes, and take corrective actions, which involve conducting periodic evaluations and providing motivation to educators or staff”.

“Internal and external evaluations are conducted. Internally, the school principal gathers school stakeholders for deliberation, examines issues, and rectifies them, identifying strengths and weaknesses in the processes undertaken. Meanwhile, externally, accreditation bodies or school supervisory agencies evaluate administratively or objectively”.

“Reviewing the planning that has

been done by examining presentation reports. This involves all entrusted members and positions. Solutions are sought through deliberation on which programs need improvement or new programs need to be established to support educational quality. In the evaluation process, regular meetings are held every morning at 7 a.m. and after school hours”.

Based on the interview results above, it can be concluded that the process of evaluation involves the following steps:

- 1) Measuring the performance of educators and monitoring all outcomes for corrective measures.
- 2) Conducting internal and external evaluations.
- 3) Identifying the strengths and weaknesses of the processes undertaken.
- 4) Re-evaluating planning by referring to presentation reports.
- 5) Gathering school stakeholders to identify and rectify issues.
- 6) Seeking solutions through deliberation for the improvement and development of programs that support the enhancement of

educational quality.

- 7) Motivating educators and staff. The implementation of this evaluation must be carried out routinely, as according to Fadhli (2020) the school principal and teachers, must regularly and on a schedule carry out evaluations of the strategies that have been implemented. Very fast and dynamic changes in educational institutions have a big influence on the success of achieving strategies.²¹.

Improving the quality of education is not only oriented toward academic outcomes but also involves effective, well-organized management that synergizes all aspects supporting educational enhancement. This includes optimizing facilities, infrastructure, and learning environments, good school management, supervision of the learning process by teachers and students, and support from parents and the community. Based on the research findings, there are supporting and inhibiting factors in the implementation of strategic management for educational quality improvement according to postgraduate students in Islamic Education Management at Malang State Islamic University, as follows:

a. Supporting Factors

- 1) Strong and loyal leadership.

- 2) Community participation, including parents or school stakeholders.
- 3) Adequate human resources.
- 4) Support from partnerships and networks.
- 5) Internal institutional strengths, especially human resources such as competent teachers and staff, and capable leadership.
- 6) Consistency in backgrounds to avoid uneven treatment.

b. Inhibiting Factors

- 1) Limitations in facilities and infrastructure.
- 2) Social and cultural factors.
- 3) Inadequacy in addressing local needs.
- 4) Weak human resources and lack of awareness of existing opportunities and potentials.

Conclusion

Based on the above description, it can be concluded that the implementation of strategic management involves several elements: environmental scanning, strategy formulation, strategy implementation, and evaluation. The observation phase begins with identifying SWOT in the internal and external environment of the school. The

formulation phase starts with designing programs that reflect the school's vision, mission, and objectives. The implementation phase includes selecting new student admissions (PPDB), assigning educators according to needs and competencies, developing extracurricular programs, and making decisions through deliberation. The next phase is evaluation, which involves identifying strengths and weaknesses to develop and improve subsequent programs and strategies. Evaluation is conducted through regular meetings every day at 7 a.m. and after school hours.

Supporting factors in the implementation of strategic management include loyal leadership, active community participation including parents and school stakeholders, adequate human resources, etc. On the other hand, inhibiting factors include limitations in facilities and infrastructure, social and cultural factors, weaknesses in human resources, and a lack of awareness of existing opportunities and potentials.

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