Strategic Plan for Enhancing the Quality of Educators in Deli Insani Integrated Islamic Primary School

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ABSTRACT
This research aims to describe how the Strategic Plan for Teacher Quality Improvement is implemented in Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School, Deli Serdang Regency. School quality improvement is one of the tasks and functions of the school principal as a leader, which is a crucial factor in enhancing teacher quality in the school. As the highest authority in the school, the principal's leadership style and strategies significantly influence the school's progress. Planning for the utilization of school resources by the principal involves the involvement of all available resources and facilities within the school. Data collection for the research was obtained through observation, interviews, and documentary studies. The steps of data analysis included data collection, data reduction, and drawing conclusions from the data. To ensure data validity, techniques such as credibility, transferability, dependability, and confirmability were employed to examine the data. The findings of this research can be summarized as follows: 1) The Strategic Plan for Teacher Quality Improvement in the School includes educational planning, school program planning, principal's strategies, and teacher quality enhancement in the school. 2) The Implementation of the Strategic Plan for Teacher Quality Improvement in the School entails teacher supervision, involving educators in meetings, workshops, and teacher workgroup activities, as well as recognition. 3) The Supporting Factors and Obstacles of the Strategic Plan for Teacher Quality Improvement in the School involve good cooperation among all educational personnel, while obstacles include inadequate facilities and welfare.

Keywords: Strategic Plan, Quality Improvement, Teachers

INTRODUCTION
In the organizational and educational context, crafting plans for educational institution activities requires the collaboration of various stakeholders, involving
data, considerations, and thoughts from individuals connected to the planned activities (Wajdi et al., 2023). This inclusive planning approach emphasizes the importance of engaging all school elements, including teachers, staff, parents, students, and community figures in enhancing education quality. Lubis (2018: 45) underscores the significance of a plan when it provides a clear process, offering insights into how a school, as an evolving organization, can bring about change.

Strategic planning, as described by experts, involves deciding on organizational programs by identifying what should be done (Dewi & Wajdi, 2019). It serves as a guide for the organization, addressing current conditions and projecting into the future for optimal goal achievement. Leadership plays a crucial role in executing strategic plans, with Boone and Kurtz (1987) highlighting specific reasons for this responsibility. Success in organizing and the effectiveness of a school depend on successful planning. Planning focuses on continuous goal achievement, reinforcing the importance of goals. It helps overcome uncertainty, fostering preparedness and proactivity among leaders and managers. Planning also facilitates monitoring and supervision, ensuring decisions align with organizational goals (Syafaruddin, 2015: 149).

Implementation of strategic plans becomes the linchpin for a school's success, anticipating future changes. As organizations, both internal and external, are dynamic, strategic planning becomes the tool to formulate strategies for achieving high performance. It requires analyzing the needs of organizational members and the environment through SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

Winardi (1990) outlines four components of a strategic plan: mission, objectives, strategies, and plans. Additional elements like vision, goals, and policies need inclusion for a comprehensive strategic plan (Syafaruddin, 2015: 148). In essence, strategic planning allows organizations to navigate changing environments, ensuring adaptability and achievement of desired goals.

Strategic planning necessitates productive relationships with external entities responsible for education, incorporating wise decisions and new goals. This concept is of significant interest to education leaders, as it secures crucial support for facilitating change and creating a conducive environment for educational progress.

Every educational institution, including schools and madrasahs, requires a strategic education plan for both the medium and long term. This enables easy evaluation of progress, ensuring a better future. It particularly aids in achieving effectiveness and efficiency in producing quality graduates with competence in faith, science, technology, and essential skills, fostering competitiveness and recognition in rapidly changing times.

In implementing strategic planning, a focus on improving the quality of educators is vital for addressing inherent challenges and introducing innovative
policies. New approaches to personnel motivation, feedback systems, the integration of latest teaching technologies, and more effective use of personnel time are responsibilities for all involved in administrative functions.

Careful development, implementation, and monitoring of human resources planning processes are crucial. This ensures the education system avoids stagnation caused by a lack of individuals capable of performing essential tasks. A Management Information System (MIS) is essential for collecting data, serving as indicators to measure recruitment program effectiveness, performance assessment processes, personnel selection results, and the quantity, type, and quality of personnel needed.

Educators, as qualified professionals, have specific responsibilities for the growth and development of students (Fakhruddin Siswopranoto, 2022; Li, 2022; Raatikainen et al., 2022). They are crucial in providing education in line with quality standards, emphasizing both physical and spiritual aspects. Improving education quality is a perennial goal for schools, driven by administrators' desire to compete and meet community demands for accessible, quality education.

Teacher quality directly influences the success of the teaching and learning process. Teachers must possess competencies in pedagogy, professionalism, social skills, and personality. Santrock (2004:7) emphasizes the need for professional knowledge, skills, commitment, and motivation.

Assessing teacher performance is vital, and instruments like the Teacher Ability Assessment Instrument (APKG) focus on teaching plans, classroom procedures, and interpersonal skills. Implementation of quality improvement plays a crucial role in education, and teachers significantly impact the teaching and learning process (Bush, 2009; Cravens & Hunter, 2021; Hartley & Broadfoot, 1988).

The Integrated Islamic Primary School in Tanjung Morawa, Deli Serdang Regency, requires a strategic plan for improving teacher quality. Observations in January 2023 revealed areas for improvement, including non-standardized recruitment processes, a lack of commitment to school programs, inadequate institutional systems for personnel development, numerous uncertified teachers, and discrepancies in educational qualifications.

In conclusion, strategic planning is the cornerstone of educational success. Inclusivity in planning, engagement of all stakeholders, and a focus on improving teacher quality are essential elements for fostering excellence in education. With strategic foresight, educational institutions can navigate challenges, adapt to changes, and cultivate an environment conducive to progress and achievement.

**METHOD**

The research conducted at SDIT Deli Insani Tanjung Morawa aims to explore the Strategic Plan for Improving the Quality of Educators at the Integrated Islamic Elementary School. This study adopts a qualitative descriptive approach, a
systematic, factual, and accurate research method to describe specific phenomena or events. Arikunto (Suharsimi, 1998: 309) explains that descriptive research aims to collect information about the status of a phenomenon or the condition of a phenomenon at the time of the study.

The data collection process in this research involves observation, interviews, and document analysis techniques. The researcher is directly involved in the research field, present in a specific situation but not actively participating with the research subjects. This approach allows the researcher to gain a comprehensive understanding of the Strategic Plan for Improving the Quality of Educators at SDIT Deli Insani Tanjung Morawa.

Data analysis is carried out through data reduction, data presentation, and drawing conclusions. This process occurs cyclically during the study, following the approach proposed by Huberman and Miles (1994: 136).

The research results are expected to provide an in-depth understanding of the Strategic Plan for Improving the Quality of Educators at SDIT Deli Insani Tanjung Morawa. Thus, this research is anticipated to make a positive contribution to the development of education at the school and serve as a reference for further research in the context of improving the quality of education in similar schools.

RESULT AND DISCUSSION
The Strategic Plan for Improving the Quality of Educators at Integrated Islamic Elementary School

The success of education in a school is influenced by several factors, with educational planning being one of them. Efforts to realize a quality school require a creative and innovative school principal who can mobilize all human resources to achieve the school’s vision, mission, and objectives.

Based on interviews and observations, it was found that there are specific programs, such as special tahfidz, Arabic language, and Cambridge International English. It can be concluded that for the improvement of the quality of educators at SDS IT Deli Insani Tanjung Morawa, Deli Serdang Regency, the educational planning has been designed according to the needs and implemented. However, there are aspects related to educational facilities and infrastructure that need improvement to enhance the educational quality at Deli Insani Tanjung Morawa School, aligning with the planned objectives.

The research findings indicate that the Strategic Plan for Improving the Quality of Educators at Integrated Islamic Elementary School Deli Insani Tanjung Morawa should involve the competence to understand the school’s situation and conditions. The school principal must implement development programs to mobilize organizational resources efficiently, creating a conducive atmosphere to achieve the defined quality improvement goals.
The strategic plan of the school principal at Deli Insani Tanjung Morawa is considered effective, as evidenced by the following strategies to enhance the quality of educators:

1. Providing motivation: Motivation is crucial for educators to be more enthusiastic in their duties. The school principal employs an open leadership style to boost confidence among all teachers and educational staff. Motivation is seen as an effort to stimulate individuals to act with enthusiasm, significantly influencing effectiveness and work outcomes. The principal implements strategies to motivate and empower teachers through attention, praise, rewards, and congratulations for outstanding performance.

2. Involving subject teachers and educational staff in training organized by the Ministry of Education and Culture of the Republic of Indonesia: This aims to enhance insights and knowledge for teachers and educational staff. Teacher training participants are given specific tasks replaced by substitute teachers during the training to ensure uninterrupted classes. Training activities are conducted according to the existing situation, and the importance of the training determines participation. The rotation of teachers attending training prevents disruption to the learning process.

These findings align with Kaufman's definition of strategic school planning, emphasizing the identification of what should be done and working to ensure that all parts of the school organization are appropriately designed. According to Syahru, strategic planning involves formulating the organization's vision, mission, and front-end and developing the necessary procedures and operations to achieve them. Kerzner defines strategic planning as a management tool used to manage the current conditions and project future conditions, providing guidelines for organizations to work towards 5 to 10 years into the future.

In conclusion, planning is fundamental to the success or failure of any endeavor, including education. Planning should be directed towards goal achievement, and a well-thought-out plan must be based on objective and rational facts. The research emphasizes that for the improvement of the quality of educators at Integrated Islamic Elementary School Deli Insani Tanjung Morawa, educational planning has been appropriately tailored to the school's needs.
Implementation of the Strategic Plan for Improving the Quality of Educators at Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School, Deli Serdang Regency

The school principal holds full responsibility for the institution by implementing various activities, ensuring the effective administration of the school through the guidance of facilities and infrastructure, aimed at continuously guiding teachers. This is vital for nurturing a high-quality school and students, emphasizing the need for comprehensive performance to realize quality teachers.

To fulfill the principal's core responsibilities as the primary top leader, specific leadership competencies are required. Field observations reveal a democratic leadership style at Deli Insani Tanjung Morawa, characterized by continuous support for educators and synergy with the teacher council and other staff.

The research discusses the Strategic Plan for enhancing educator quality, describing findings based on the formulated problem statement, "Implementation of the Strategic Plan for Enhancing Educator Quality at Integrated Islamic Elementary School, Deli Insani Tanjung Morawa," using research instruments such as interviews, observations, and documentation. The findings indicate that the headmaster regularly conducts supervision activities to enhance teacher quality, promoting development and growth.

Observations reveal several strategic plan implementations to enhance educator quality, such as motivation, supervision, and support for teachers, along with involving them in Teacher Working Groups (KKG). The execution of KKG for teachers aims to transform them into high-quality educators who not only transfer knowledge but also continually bring positive changes for accountable results.

Strategic Plan implementations at Deli Insani Tanjung Morawa's Integrated Islamic Elementary School include: a) Providing opportunities for teachers to attend various education and training activities at the district or sub-district levels, participating in Teacher Working Groups (KKG), seminars, local workshops, and providing teaching resources. Monthly KKG sessions rotate locations, ensuring convenience for teachers without leaving their school duties for an extended period.

b) Supervision is utilized to improve teaching performance as a form of self-correction or introspection, serving as motivation for future improvements. Supervision is crucial for educators in educational institutions, not only to enhance quality but also to instill responsibility, innovation, and adaptability to advancements in science and technology. High-performing teachers are acknowledged and rewarded.

These findings align with Syafaruddin's assertion that planning outcomes are plans, beneficial for the management process. The strategic plan's six main functions are outlined as follows:
1. Translator of General Policies: Company policies set by top management require translation into concrete, clear, comprehensive, and phased plans for implementation.

2. Prediction-Oriented Estimates: Planning is forward-looking, involving scientific analysis and relying on facts from the past and present to predict future occurrences.

3. Economic Function: Due to limited available resources, resource utilization must be carefully planned through thorough calculations to meet needs efficiently.

4. Ensuring Activities: To achieve goals effectively within an organization, plans regulating rights, responsibilities, duties, and authorities must be established. Clear plans provide certainty, enabling coordinated and harmonious activities toward company objectives.

5. Coordination Tool: Coordination is crucial in achieving company goals. A work plan serves as a tool for smooth coordination, helping individuals understand their responsibilities, the connection between tasks, when and how tasks are executed, fostering integration in achieving company objectives.

6. Supervision Tool: Supervision is necessary for managers to assess the satisfactory outcomes of conducted activities. A pre-established plan serves as a benchmark for monitoring and control.

Collaboration between the school principal and subordinates, teachers, staff, and students at the Integrated Islamic Elementary School, Deli Insani Tanjung Morawa, is highly effective. In decision-making, the school principal consistently provides opportunities for input from subordinates, ensuring collaborative decision-making. Teachers who fulfill their duties responsibly, demonstrating full accountability, contribute to creating innovative teaching methods in line with advancements in science and technology, earning recognition from the school.

This aligns with Iswanto’s findings in "Strategic Planning for Effective Educator Performance," emphasizing that performance at any level—individual, team, or unit—can be measured and rewarded.

Several aspects influencing the enhancement of educator quality include:

1. Capability
2. Educational Background
3. Work Experience
4. Teaching Workload
5. Socio-economic Conditions
6. Work Motivation
7. Commitment to Tasks
8. Discipline
Supporting and Hindering Factors in the Strategic Plan for Improving the Quality of Educators at Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School, Deli Serdang Regency

The results of the strategic plan or methods implemented by the school principal to enhance the quality of teachers at Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School undoubtedly have advantages and, at the same time, encounter obstacles during implementation. Various factors influence the school principal's performance in improving the educational quality in the school. Additionally, there are factors that can serve as opportunities for the school principal to enhance both the educational quality and the quality of educators at the school, such as good collaboration among all teachers to improve educational quality and mutual coordination. However, the infrastructure can be further improved to facilitate the effectiveness and quality of educators at Deli Insani Integrated Islamic Primary School.

This aligns with Mutohar's findings, emphasizing essential efforts as the foundation of effective leadership in Islam, including: a) Wisdom, inviting all organization members and education stakeholders with wisdom to achieve life and organizational goals. b) Discussion, resolving differences of opinion and perspectives through constructive discussions to find common ground. c) Good Lessons, ensuring that every individual and organization member works sincerely and dutifully in performing their tasks and responsibilities (Mutohar, 2013: 232-234).

In conclusion, based on field findings and theory, the supporting factors in the strategic plan for improving the quality of educators at Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School provide opportunities for the school principal to enhance both the educational quality and the quality of educators at the school. Good collaboration among all teachers in improving the quality of educators and mutual coordination ensures that every individual and organizational member works sincerely and dutifully in performing their tasks and responsibilities. Several Hindering Factors in the Strategic Plan for Improving the Quality of Educators at Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School include infrastructure and education costs, thus related to the well-being of educators.

CONCLUSION

The implementation of work depends on the quality of a plan, and planning should be directed towards achieving objectives. If objectives are not met, it may be due to the inadequacy of the plan. Planning should be based on objective and rational facts to facilitate effective collaboration; planning should include or project events in the future. In the context of improving the quality of educators at Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School, the
educational planning at the school has been designed according to the school’s needs.

Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School fosters excellent collaboration between the school principal and staff, teachers, and other employees, as well as between the school principal and students. In decision-making, the school principal consistently provides opportunities for subordinates to express their opinions, ensuring that decisions are made collectively. Teachers who perform their duties or responsibilities and take full accountability for each task can create innovative approaches in delivering content, keeping up with advancements in science and technology, resulting in high-performing teachers receiving recognition from the school.

Supporting factors in the strategic plan for improving the quality of educators at Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School provide opportunities for the school principal to enhance both the educational quality and the quality of educators at the school. This includes good collaboration among all teachers to improve the quality of educators and mutual coordination, where every individual and organizational member works sincerely and dutifully in performing their tasks and responsibilities. On the other hand, Hindering Factors in the Strategic Plan for Improving the Quality of Educators at Deli Insani Tanjung Morawa Integrated Islamic Private Elementary School include infrastructure and education costs, thus linking to the well-being of educators.

REFERENCES


