

Strategic Planning for Improving the Quality of Facilities and Infrastructure in Madrasas

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Abstract:

The research discusses the implementation of educational programming (strategic planning) that has been established as a guide in an effort to provide clarity of direction for each activity, so that each activity can be pursued and carried out as efficiently and effectively as possible to maintain the quality of the institution. This research aims to find out how the formulation of vision and mission, analysis of internal and external environment, analysis of strategy options and key success factors, and the determination of goals, objectives and strategies at MTs Negeri 1 Martapura. The research is a field research, with the nature of research in the form of qualitative descriptive methods. In collecting data, the author uses the methods of interview, observation, and documentation. The source of data is the head of the madrasa, the deputy head of the facilities and infrastructure section, the head of administration. Then the data that has been collected is analysed using the stages of data reduction, data presentation and conclusion drawing. Based on the results of the research that the author has done, the strategic planning stage at MTs Negeri 1 Martapura OKU Timur has been carried out well. The process of formulating the vision and mission fulfils the criteria for a good vision and mission according to Sedarmarmayanti's theory. Analysis of the internal and external environment has been carried out and produces information about the strengths, weaknesses, opportunities and threats of the madrasa, analysis of strategic choices and key success factors has been carried out and continues to be pursued to be even better, the madrasa has also obtained goals and objectives.

Keywords: Madrasa; Quality Improvement; Facilities and Infrastructure; Strategy

Introduction

Madrasas as educational institutions have a significant role in character building, scientific enhancement, and the development of future generations (Hasanah, 2021). To ensure an optimal learning experience for students, the quality of madrasa facilities and infrastructure is a crucial factor that supports the overall educational process (Supeno et al., 2023). However, the challenge of maintaining or improving the quality of facilities and infrastructure is often a focus of attention that has not been met thoroughly (Emeana et al., 2020).

This study aims to explore and analyze effective planning strategies for improving the quality of facilities and infrastructure in Madrasa (Sutrisno et al., 2023). Through a comprehensive approach, this research will investigate the various factors involved in strategic planning, including financial aspects, infrastructure needs, and governance in managing madrasa facilities and infrastructure (Riinawati, 2022). Improving the quality of facilities and infrastructure is not only about physical renewal, but also closely related to the availability of resources, measurable planning, and sustainability of the proposed strategy implementation (Fabbricatti & Biancamano, 2019). In this context, this research will explore various models and best practices that can be adapted to the madrasa context, considering the diverse needs and challenges these educational institutions may face (Syarnubi et al., 2021).

Good facilities and infrastructure provide a strong foundation for an optimal learning environment (Zhang et al., 2022). This not only affects student and teacher comfort but also directly affects the teaching-learning process and the quality of education delivered (Van Wart et al., 2019). A good learning environment can improve student concentration, engagement in learning, and the teacher's ability to deliver the material (Holbrey, 2020). As such, it has the potential to improve overall academic performance (Fernandes et al., 2019). In an era of technological change and ever-changing learning needs, madrasas must update their facilities and infrastructure to keep them relevant and effective in supporting the educational process (Mahmud et al., 2022).

Inadequate facilities and infrastructure can threaten the safety and health of students and teaching staff (Zewudie et al., 2021). In this context, this study considers the physical and mental health aspects of the madrasa's occupants (Saadah, 2020). To improve competitiveness and attract prospective students, madrasas need to continuously adapt to increasingly high standards (Rosyadi et al., 2023). Adequate facilities and infrastructure are important elements in this regard (Fisu et al., 2022).

In an era where competition among educational institutions is increasingly fierce, having excellent facilities and infrastructure can be a decisive factor in attracting new students as well as retaining existing students (Tariq et al., 2020). Changes in the education curriculum as well as technological advances demand adaptations in facilities and infrastructure (Mian et al., 2020). Madrasas need to keep abreast of these developments to remain relevant in providing quality education (Syar'i et al., 2020).

It is expected that the results of this study will make a meaningful contribution to the development of strategic plans for madrasas to improve the quality of facilities and infrastructure. Thus, it can be expected that the madrasa as an Islamic educational institution can obtain continuous renewal, creating an adequate learning environment for the intellectual, moral, and spiritual growth of the next generation.

Methods

This research uses qualitative methods. The qualitative method used in this research uses an analytical descriptive study approach. In this context, research is a key instrument, and data collection techniques, data analysis is qualitative inductive, and the results of qualitative research are more about meaning than generalization. Data collection tools using interviews, observation, and documentation. Analysis of data/information that has been obtained through

research instruments is then processed according to the focus and theme. The steps of data analysis include data reduction, data presentation, data verification, and withdrawal. presentation, data verification, and conclusion drawing a conclusion.

Results and Discussion

Based on the results of research on strategic planning of MTs Negeri 1 Martapura OKU Timur, it is known that the process of formulating the vision and mission of MTs Negeri 1 Martapura OKU Timur is carried out by deliberation involving stakeholders, this is evidenced by the findings obtained when conducting research using the documentation method related to meeting minutes and attendance lists of participants in the formulation of the vision and mission of the madrasa, the vision and mission are formulated by adjusting the state of the environment owned and the level of needs and expectations for education customers. The vision and mission can also stimulate effective educational performance and foster work between madrasa members, to stimulate good performance for all madrasa members. The vision and mission are realized with the program, in carrying out the program, MTs Negeri 1 Martapura OKU Timur has sought to foster students to apply the value of realizing students obeying worship, achievement and discipline, improving good facilities and infrastructure.

In analyzing the internal and external environment, MTs Negeri 1 Martapura OKU Timur uses SWOT analysis. The strengths of MTs Negeri 1 Martapura OKU Timur include: 1) Having a superior class for students who excel, 2) Students have a basic reading of the Qur'an 80%, 3) The ability of the majority of parents from the upper middle class, 4) 98% of teachers are graduates who graduated from various universities, 5) Dominant learning, 6) Has good facilities and infrastructure, and 7) Using audiovisual learning media, namely using LCD projectors (procurement in stages).

The weaknesses of MTs Negeri 1 Martapura OKU Timur include The existence of several piles of chairs that are no longer suitable for use but are lying in front of the classroom so that they still look messy, limited art room facilities that are not yet adequate, and prayer rooms that are still incomplete and still do not cover too many students. The opportunities for madrasa are having good social relations and getting a positive response from the community and getting support from various options besides that the madrasa environment is quite strategic, public interest in sending their children to MTs Negeri 1 Martapura OKU Timur continues to increase. Madrasa threats include: Related to competition with other MTs, many new madrasas have emerged, so we must make students obey worship, excel and discipline as well as complete facilities and infrastructure and improve teacher professionalism upgrade their learning methods, have superior classes for students who excel.

The SWOT analysis carried out can produce useful information related to the strengths, weaknesses, opportunities, and threats of MTs Negeri 1 Martapura OKU Timur in organizing teaching and learning activities and facilities and infrastructure. The results of the information obtained will later create goals, objectives, and strategies for madrasa in managing educational institutions with the hope that MTs Negeri 1 Martapura OKU Timur can maintain quality and achieve even more progress.

The next stage is to analyze the choice of strategies and key success factors through the explanation that has been presented, it is known that the results of the analysis of the choice of strategies of MTs Negeri 1 Martapura OKU Timur are as follows: Audiovisual learning such as LCD Projectors as a learning medium teachers strive to provide academic services, have superior classes for students who excel and the best quality of facilities and infrastructure, good laboratory and library facilities, and improve the professionalism of educators, cooperation with other educational and non-educational institutions in improving the quality of

facilities and infrastructure, requests for assistance to the government in the form of scholarships and other assistance.

After formulating the vision and mission, analyzing the internal and external environment, and the choice of strategies and key success factors, the next stage is setting the goals, objectives, and strategies of MTs Negeri 1 Martapura OKU Timur. Based on the data found in the research conducted at MTs Negeri 1 Martapura OKU Timur, the madrasa goals are in line with and describe the vision, mission and values of the madrasa. The madrasa programs that have been implemented can certainly affect student achievement, both academically and non-academically. Students can participate in various kinds of competitions to win according to their interests and talents.

The objectives of MTs Negeri 1 Martapura OKU Timur consist of several categories, which include: 1) curriculum and learning; 2) madrasa administration and management; 3) organisation and institutions; 4) facilities and infrastructure; 5) staffing; 6) financing and funding 7) students 8) community participation; and 9) the environment and culture of the madrasa. The targets of MTs Negeri 1 Martapura OKU Timur are related to facilities and infrastructure, such as the construction (repair) of buildings that support the learning process and the procurement of equipment that supports teaching and learning activities. MTs Negeri 1 Martapura OKU Timur laboratory with limited existing tools. This is a reference to further improving facilities in the madrasa to be more adequate so that the teaching and learning process will be more effective and efficient.

Strategy is a statement of an organization's desired course of action in the future (Kabeyi, 2019). A strategic plan involves setting organizational goals, objectives, and strategies that contain policies and programs (George et al., 2019). Strategies help madrasas develop the quality of education and competencies by overcoming threats (Rohaeni et al., 2021). Strategies will show the strengths of the madrasa and reduce any weaknesses that the madrasa has (Sulistiyorini et al., 2022).

From the results of the discussion presented above, it can be seen that strategic planning at MTs Negeri 1 Madrasa has been carried out. The process of formulating the vision and mission fulfills the criteria for a good vision and mission according to Sedarmarmayanti's theory. Analysis of the internal and external environment has been carried out and produces information about the strengths, weaknesses, opportunities, and threats of the madrasa, analysis of strategic choices and key success factors has been carried out and continues to be pursued to be even better, the madrasa has also obtained goals and objectives.

Conclusion and suggestion

Based on the results of research on Strategic Planning of MTs Negeri 1 Martapura OKU Timur, it can be concluded that MTs Negeri 1 Martapura OKU Timur has carried out the formulation of a vision and mission. The vision and mission of MTs Negeri 1 Martapura OKU Timur are realised through the formulation process of all stakeholders in a deliberation or meeting led by the madrasa head and also a team of teachers and committees. Carrying out internal and external environmental analysis using SWOT analysis (strength, weakness, opportunity, threats), with SWOT analysis madrasa can threaten madrasa. Internal and external analysis resulted in the existence of dominant programmes in the religious field. At the Analysis of Strategic Options and Key Success Factors stage, madrasa prioritises the extracurricular field, the realisation of students obedient to worship, achievement and discipline, improving good facilities and infrastructure. In the implementation of this stage, it has not been carried out thoroughly, the madrasa is still trying to find alternatives through deliberation. The determination of the objectives of MTs Negeri 1

Martapura OKU Timur is carried out by holding deliberations or meetings. Goals are set in accordance with the vision, mission and values of the organisation. The madrasa goals consist of several categories, namely: curriculum and learning, madrasa administration and management, organization and institutions, facilities and infrastructure, personnel, financing and funding, students, community participation and the last is the environment and madrasa culture.

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