
Strategic Planning In School Case Study Of SMPN 1 Siak Hulu (Theoretical and Applied Studies)

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Abstract

Strategy implementation is the management process of realizing its strategy in the form of programs, procedures, budgets and strategy development in the form of actions. Principals are managers in schools who are expected to be able to implement strategies in schools so that educational goals in schools are still achieved and changes that occur can also be made. The principal must be able to seek a dynamic educational institution, so that the school he leads continues to live in the midst of such intense competition. The case study was conducted at SMP Negeri 1 Siak Hulu, Kampar Regency. From the results of the study it can be concluded that the implementation of the strategic plan at SMP Negeri 1 Siak Hulu went well under the leadership of the principal for the 2015-2022 period, namely Drs. Jasir, M.Pd, starting from setting the vision and mission, formulating the strategy, implementing the strategy, and evaluating & supervising the strategy.

Keywords: *Strategic Planning, School Case Study.*

INTRODUCTION

The theme of education in the Ministry of Education and Culture of Republic Indonesia Strategic Plan 2015-2019 is regional competitiveness. The term regional competitiveness refers to the relation between regions within and between countries (Aiginger & Firgo, 2017). Regional competitiveness in education field means the quality of educational process and outcomes that eligible to compete on a cross-country scale. It could be realized when all educational institutions-including schools, exert their sources to accelerate their educational services and graduates quality based on their own visions. A way to realize all school's learning activities effectively embody desired competed graduation as of its vision is, compiling a strategic plan that arrange for (at least) 4 school year workplans and goals. The strategic plan certainly will not change the school by itself, without its maximum and sustainable implementation by all related parties. Both strategic plan and its sustainable implementation become the schools' demand today. Therefore, a study about arrangement and implementation of school strategic plan always holds a focal place in the field of education.

The attractiveness of the school climate lies in the important demands of the school climate: relationship safety, teaching and learning, institutional environment, and school improvement processes. Fostering a positive school climate is an important aspect of school improvement. This will encourage collaboration between educational institutions and motivate students to work together in a mutualistic symbiosis. School climate refers to the social, physical and academic environments of the school. It is very important that events in school can encourage students to feel comfortable and able to carry out the learning process. On the other hand, educators feel respected, so they are able to perform their work effectively and efficiently. When students feel the emotional climate of a conditioning emotional. climate that encourages the achievement of academic success and personal welfare students will get higher self-esteem, it will grow a sense of empathy towards teachers and school environment. If the

teacher feels a significant contribution to the success of the student, then he will always have the desire to make the best effort by growing the mental fires called the need for achievement. Several recommendations are submitted for application in every educational institution/ school to promote academic integrity. According to Rousmaniere, some of these recommendations are as follows. a. Clarify the commitment of teachers and school institutions to core values that include integrity. b. Teaching to make learning out of mastery of matter and not just a value system. c. Greater attention when giving tests d. Be prepared for classroom and school room discussions on social impact, the presence or lack of integrity.

Principals should have an awareness that a positive school climate is a key to tackling school challenges. Through an auto technographical approach supported by private journals and transformative leadership styles, it has a positive effect on school climate. Through the transformative leadership style and guidance of the principal with input from teachers, staff, students, which can motivate teachers in work.

The principal is a key component of a successful school environment. Among the school-related factors, the principal is the second component, after the teacher, that has a direct impact on student learning. Many research results show that principals are leaders who directly contribute significantly to the success of school turnover. Responding to education from time to time has undergone many changes, the principal is expected to be able to determine the steps for strategic thinking.

RESEARCH METHODS

In this study, the researcher used a case study qualitative research method, where case study data were obtained by interviewing, observing and studying various documents related to the topic under study

RESULTS AND DISCUSSION

SMP Negeri 1 Siak Hulu which is located in Siak Hulu sub-district, Kampar Regency is one of the junior high schools that has an A accreditation and has experienced much better development since the change of the Principal in 2015 which until now is still led by the same Principal, namely Drs. Jasir, M.Pd.

Based on the results of interviews, observations and studying various documents related to the topic under study, the researcher will describe how the implementation of the strategic plan carried out at SMP Negeri 1 Siak Hulu during the Covid-19 pandemic and preparing schools for the industrial era 5.0.

Based on the theory that has been described in the theoretical study, it can be understood that the implementation of strategy is a management process that implements its strategy in the form of programs, procedures, budgets and strategy development in the form of actions. Vision is a process which describes a series of activities for planning and setting school goals informally and the imitation is the reason for the existence of an institution. So here are the steps for implementing the strategy and its implementation in SMP Negeri 1 Siak Hulu:

	Before 2022	In 2022
Vision	The realization of UNITED SMP Negeri 1 Siak Hulu (Together achieve piety and excellence) in 2025	The Realization of Taqwa and Superior Adaptive Schools
Mission	<ol style="list-style-type: none"> 1. Organizing education that forms students who are faithful and pious by being equipped with Science, Skills and Technology 2. Improving the competence and professionalism of educators and education personnel. 3. Implement education for all that respects differences and reflects gender equality and cares about the environment 	<ol style="list-style-type: none"> 1. Organizing education with the development of science and technology and which shapes students to have 21st century learning skills, namely critical thinking, problem solving, meta cognition, communication, collaboration, innovation and creativity, and information literacy 2. Organizing education that forms students who are faithful and devoted 3. Improving the competence and professionalism of educators and education personnel 4. Carry out fun learning based on sound management and modern learning principles

Formulating Strategy

Formulating the strategy is carried out by the principal by explaining how the goals will be achieved.

a. How does the school respond to the changing conditions?

1. During the Corona Virus Disease (Covid-19) Pandemic, educational services were still provided to students of SMP Negeri 1 Siak Hulu. In emergency conditions, schools work hard and continue to provide their duties and functions as formal educational institutions to provide the best service to students.
2. Learning continues to be carried out using various applications ranging from Zoom, WhatsApp Group, Google Classroom, and the Pustaka Q application (especially SMPN 1 Siak Hulu), and if students do not have cellphones or lap tops, then learning is still carried out with students picking up assignments to school or studying. students by becoming a door-to-door visiting teacher. In order to support distance learning activities, the principal has given instructions to educators and education staff to make several changes during the emergency period, including; providing electronic textbooks, and promoting support for the manufacture of teaching materials by teachers in mutual cooperation in the form of videos, animations, lesson modules, electronic books for variations of online learning. These efforts are in order to optimize education services at SMP Negeri 1 Siak Hulu during an emergency.
3. In facing the industrial era 5.0, schools prepare educators and education staff to be technology literate so that they are able to transfer their knowledge through online Teaching and Learning Activities (KBM). Not only educators and education staff, students are also required to be able to understand the use of technology which is not only social media, but also all aspects that support the sustainability of teaching and learning activities.

b. How does the school allocate financial resources?

Based on the results of observations and documentation, financial management at SMP Negeri 1 Siak Hulu has been going well. The principal carries out financial management carefully from planning, use, monitoring and evaluation involving all school members. The steps taken in financial management at SMP Negeri 1 Siak Hulu are:

Deliberations to reach consensus involved resource persons from the BOS Management Team of Kampar Regency, committees, school principals, teachers and administrative staff of SMP Negeri 1 Siak Hulu to conduct discussions related to the allocation and use of boss funds. This activity was continued with the preparation of the RKAS by establishing a drafting team through the Headmaster's Decree. The results are transparently shown to all school members and committees who are entitled to know what is the program for one academic year.

in the cognitive and psychomotor fields, trained and participated in various competitions / olympiads which are always held annually by the district, university and also national parties. The achievements of the students have become a strong attraction for the community to entrust their children to study at SMP Negeri 1 Siak Hulu.

Implementing the strategy

Firstly, school principals seek to conduct training to support learning during the Covid 19 Pandemic and in the 5.0 industry era. The following trainings have been held:

Year	Date / Month	Training Type
2019	30/6- 3/7	HOTS-Based Learning and Assessment Training for Junior High School
2020	26/8-29/8	HOTS Lesson Plan Discussion Workshop
2021	22/7-24/7	Technical Guidance for Online/Offline
2022	5/7 – 12/7	eaching Anywhere with Learning Account by Google Master Trainer - GTK Kemdikbud

Based on the table above, from year to year, schools hold training on an ongoing basis with the aim that educators/educational staff are not left behind with changes in the world of education which will have an impact on the learning process of students at school.

Secondly, in improving the cognitive and psychomotor abilities of students, the school holds self-development activities aimed at providing opportunities for students to develop and express themselves according to the needs, talents, and interests of students. Self-development activities under the guidance of teachers, or other education personnel that can be carried out in the form of extracurricular activities. At SMP Negeri 1 Siak Hulu this activity is divided into 2, namely Compulsory and Optional Self-Development.

All of the above activities have been carried out properly and planned by the supervising teachers and students, under the direct supervision of the principal of SMP Negeri 1 Siak Hulu. In several activity branches, such as vocal/solo and silat sports, SMP Negeri 1 Siak Hulu won first place at the district level from 2016 to 2021. With the achievements made by students, it is hoped that the public's interest in enrolling their children in school is expected. SMP Negeri 1 Siak Hulu, the higher.

Thirdly, in addition to the use of school operational assistance funds, the Principal of SMP Negeri 1 Siak Hulu submitted a proposal to the Kampar Regency office to repair and add classrooms because from 2015 to 2021, the number of students entering SMP Negeri 1 Siak Hulu was always increasing. Until now, in 2022 the number of classes that have been gradually improved from 2017 is 27 classes and 3 new classes are added. The school principal also tries to submit proposals to business owners who are willing to help for the progress of the school, and accompanied by the chairman of the committee, accompanied by the head of the school

principal committee, visits an entrepreneur who is known in the community as a philanthropist so that in 2019 a School Health Unit building was established measuring 6X7 meters, has a tiled floor complete with two rooms and two bathrooms. In addition to the construction of UKS, the school garden is also reformed so that the school is more beautiful and comfortable for the learning process of students.

Evaluating strategy

Firstly, one of the trainings/Bimtek carried out by schools is the Teaching Anywhere with Learning Account by Google Master Trainer-GTK Kemdikbud on 5 July to 12 July 2021. To measure the progress and results of teacher development in participating in the training/Teaching Head of Schools do the following:

1. Ask each teacher to send the results of their work (practice) to the account of a teacher who is appointed by the principal and then the principal himself checks.
2. The principal directly monitors the display of the teacher's work which is displayed on the screen during the training
3. Ask the instructor to assign teachers to do some work through the workspace study account and submit to the instructor's account via email or WA.
4. Make task collection through the account a condition for getting a certificate

So, school principals carry out training evaluations for educators/educational staff to support learning during the Covid 19 Pandemic and in the industrial era 5.0 by being directly involved in training, while at the same time ensuring the presence, seriousness, and activeness of participants. Monitoring is also carried out through the attendance list of participants and seeing the real work of teachers as a result of the training / technical guidance that has been carried out.

Secondly, in terms of the use of BOS funds and funds from other sources, the principal directly manages the use of the data, starting from the preparation of a budget use plan, using the budget as needed, and directly evaluating the results obtained from the implementation of the budget.

Thirdly, direct supervision of mandatory and optional self-development activities, through teacher and student absenteeism, as well as direct review when the activity takes place. One of the strategic decisions taken by the school principal in the past year is to decide that petanque sports be made as a sport that is included in extra-curricular activities. The decision was taken, considering the potential of the school to develop the sport. From the coaching aspect, the school has one sports teacher who has been trained at the provincial level. From the field aspect, the school has available land to be used as a place to practice. From the aspect of students' interests and talents, there are several people who can be developed into petanque athletes. From the aspect of the availability of supporting facilities such as balls, it is easy to obtain. The support from the education office is quite good, because the administrators of the petanque sports area are officials and the head and kasi in the field of education and sports in the Kampar district.

CONCLUSION

Strategic planning in schools is a result-oriented process to be achieved within a certain period of time by taking into account the potential, opportunities and constraints that may arise. The strategic plan contains the determination of the vision and mission, setting goals, formulating goals and determining strategies.

The implementation of the strategic plan at SMP Negeri 1 Siak Hulu went well under the leadership of the school principal for the 2015 – 2022 period, namely Drs. Jasir, M.Pd, starting with setting the vision and mission, formulating the strategy, implementing the strategy, and evaluating the strategy and monitoring the strategy.

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