



## Educational Institution Strategic Plan Model

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Receive: 10/01/2023

Accepted: 10/02/2023

Published: 01/03/2023

### Abstract

*The strategic plan model is to explain the actions in the process of achieving the goals to be completed. This study aims to examine the strategic planning model. This study uses the library research method by collecting materials containing content about the strategic planning model. This study describes the meaning of strategic planning models, strategic planning components, and strategic planning models. The strategic planning steps include the following: 1) Set organizational goals and direction; 2) Learn about the environment inside and outside; 3) Formulate strategies; 4) Implement strategies; 5) Evaluate and monitor strategies. The strategic planning models are as follows: 1) "Basic" Strategic Planning Model; 2) Planning model based on problems or objectives; 3) Alignment or Alignment Model; 4) Scenario Planning Model; 5) Organic or Self-Organization Planning Model.*

**Keywords:** Model, Plan, Strategic

### Introduction

Planning is one of four essential and interrelated management functions [1]. Not all plans implemented will always succeed, but some fail due to incorrect and improper planning [2]. Planning errors can occur early or during the planning process [3]. Many plans fail because what is planned does not have the same basis as the socio-cultural conditions of the community [4]. This development has undergone rapid and often unexpected changes, and the role of education in development is getting stronger, thus encouraging us to rethink the effectiveness of educational planning approaches, one of which is strategic planning [5].

It can be said strategic planning starts in the military field, then develops in the field of company or business management, and is tried to be applied in the world of

education [6]. Strategic planning used to be known as long-term planning, but now the term strategic planning is more widespread [7]. The term contains strategic nuances, which are thorough, careful, and precise. This strategic planning is necessary and critical to the success of all school organizations, regardless of nonprofit or nonprofit organization [8].

Strategic planning helps an organization achieve its mission, goals and improve its performance efficiently and effectively [9][10]. Although the strategic planning process is time-consuming and follows complete procedural steps, strategic planning provides new ideas, energy, and teamwork that can improve organizational accountability, direction, and vision [11]. Strategic planning not only helps the organization in allocating sources of

funds but also helps the organization in the financial stability of the organization.

The process of strategic planning is where the organization obtains a method to determine the ability of its resources to deliver its strategic plan [12]. After completing the strategic planning process, the school organization will develop tools or tools that are not only an audit tool but also a basis for developing annual operational plans and determining fundraising goals and priorities for the coming year [13][14][15]. With strategic planning, the concept of organization becomes clearer, thus allowing managers or principals to formulate plans and activities that direct the organization to achieve its goals [16]. That is why strategic planning is essential.

## Method

This research uses a qualitative approach by applying library research methods. Literature-based research is a form of research that uses literature as an object of study. The data used in this study is secondary data, namely books, magazines, written documents, and articles taken from journals [17].

The method in literature study research is collecting data by understanding and studying theories from various research-related literature. This literature review is discussed in depth, becoming the basis for assumptions and formulation of hypotheses [18].

## Results and Discussion

### Understanding the Strategic Planning Model

The model can be understood as a guideline for carrying out an activity. A model is a depiction, pattern, reference, plan, or description that explains an object or something to be shown. Models often used by teachers when learning takes place are usually arranged by systematically presenting the material that has been made from beginning to end, and each teacher

makes the model with their characteristics. In addition to being used to design and deliver material, models can also be used in compiling curriculum, organizing students, and selecting media and methods in a learning condition [19].

A plan is an action that must be done within a predetermined time to achieve a goal that has been implemented. Plans cannot be prepared if there are no targets that are targeted. Targeting targets gives you a structured or specific intent to achieve goals with satisfactory results. Every business that is run without a clear plan will face a financial and management problem that will result in bankruptcy or loss. In this case, the most crucial step in preparing a project is to plan the actions to achieve a goal [20].

Strategy is the process of carrying out plans that leaders have set to achieve goals in an organization or institution. Strategic planning is determining an organization's strategy based on its goals. In this case, strategic planning involves proposing and formulating strategies, identifying actions, making sound decisions, and analyzing [21].

Strategic planning is generally carried out for the medium term, 3 to 5 years. The strategic plan addresses various basic needs regarding the organization's intended direction and the approach used. Strategic planning involves making choices to achieve significant changes in the law and pace of business growth. Strategic planning decisions, the primary commitment of human resources, led to a substantial improvement in the business trajectory of the organization [22].

Strategic planning is a tool for educating managers, key officials, intermediary officials, and work unit leaders, as well as techniques for reducing risk. According to Steiss, strategic planning is Clarifying goals and objectives, selecting various policies, especially for gathering and distributing resources and creating

guidelines for interpreting organizational policies are the responsibilities of strategic management components. Strategic planning is also a method of directing leaders so that their choices and actions have a coherent and logical effect on the organization's future.

This strategic planning consists of:

1. Establish vision, mission, and values

For an organization to exist, be responsive, and be innovative, it must have a long-term vision. A strategic vision is a vision that is simple to understand, express, and embrace by all parties in the organization. At the same time, the mission is a statement about the organization's stated goals that can be met, communities that can be served, values that can be achieved, products and services provided, and plans and aspirations. Values are attitudes or behaviors to attain the organization's vision, mission, and goals.

The following are examples of the vision and mission (goals) of PT Sidomuncul, namely:

Vision: Develop a herbal market sector to help society and the environment.

Mission:

- a. Increase customer satisfaction in the field of conventional herbal medicine.
  - b. Conduct studies on making drugs using natural ingredients.
  - c. Increase public awareness about the value of promoting health through an active lifestyle, using natural components, and using conventional medicines.
  - d. Help promote increased involvement of governments and official organizations in advancing traditional medicine.
2. Internal environmental monitoring (PLI), external environment monitoring (PLE), and EFAS (KAFI and KAFE).
- a. Internal Environment Observation (PLI) is essentially a technique for identifying organizational strengths and weaknesses in an organization's natural resources,

financial resources, facilities, and infrastructure, all of which impact an organization's policies and choices.

- b. External environmental observation (PLE) is an effort to identify and analyze the strengths of the external environment, including social, economic, political, and ecological effects as well as technological and other advances that affect organizational policies.
- c. The study of internal and external variables (KAFI and KAFE) produces various elements of the internal and external environment that impact organizational performance. This conclusion then leads to assumptions that can be interpreted as suggestions.
3. Critical success factors are analyzed to serve as a basis for identifying essential elements of success.
4. Formulate goals, objectives, and strategies (Policies, Programs, Activities) [23].

Based on the above understanding, we can understand the strategic plan model, which explains the actions to achieve the goals.

### Components of Strategic Planning

Strategic planning consists of several main activity components. The number of features and designations for the main activity components and the order in which they are carried out can vary. Furthermore, its meaning and operationalization can also range. According to the Handbook, the strategic plan must include mission questions, goals, objectives, and an action or implementation plan. The components of strategic management can also describe the strategic management process. These components are mission, short-term goals, functional tactics, policies that drive action, reorganization, engineering, organizational termination and strategic control, internal analysis, external environment, strategy

selection, and continuous improvement [24].

The components of strategic management are interrelated and impact each other as a system and as a whole, moving simultaneously towards common goals and objectives. Here are the details:

1. Strategic planning includes the vision, goals, and strategic objectives of the organization as a constituent part.
2. Operational planning consists of several components, including operational goals or objectives, implementation of management functions, such as organizing, implementing, and budgeting functions, situational policies, internal and external networks, control and Evaluation functions, and feedback.

The main activity components of strategic planning consist of the following:

1. Strategic analysis is the activity of observing or analyzing an organizational environment.
2. Given the many pressing problems and possibilities, including various works that must be achieved somehow, setting strategic direction is what to do.
3. Action planning describes how strategic objectives will be achieved, expressed in the form of specific goals or outcomes of each strategic plan [25].

### **Strategic Planning Process or Steps**

1. Establish the direction and mission of the organization. Every organization must have a purpose, vision, and mission. So that every performance carried out always runs systematically towards the goals set by the organization.
2. Understand the Inner and Outer Environment (Internal and External). To facilitate handling when an issue occurs and changes quickly and suddenly, management must understand the environmental conditions of the organization so that the analysis carried out is appropriate and works effectively.

The environment is divided into two: the internal or internal environment, which includes conditions inside the organization, and the external or external environment, namely conditions outside the organization. There are two internal environment variables, namely specific strengths and weaknesses. Opportunities and threats are two additional variables of the external environment.

1. Formulate a strategy. Formulating a strategy is deciding on the proper steps to achieve organizational goals. Formulate an organizational plan, including developing a corporate mission and SWOT analysis. Administrative opportunities and threats are identified in a SWOT analysis, measuring strengths and looking closely at organizational weaknesses. This analysis is done while setting long-term goals that must be met. The abbreviation SWOT stands for strengths, weaknesses, opportunities, and dangers, so in simple terms, it can be said that this SWOT analysis analyzes how the internal environmental conditions of the organization can be effective in grabbing opportunities that exist in the external environment and being able to deal with all threats caused by external performance.
1. Implement the strategy. Implementing a system is to move all members of the organization without exception to implement all strategy formulations that have been formulated into concrete actions. In implementing the strategy, it is expected that the organization or institution certifies annual goals, policy formulation, member motivation, and resource allocation are essential aspects of the strategy implementation process. The implementation of the strategy requires not only high performance and discipline but also appropriate and appropriate appreciation.

2. Strategy evaluation and monitoring. Evaluation and monitoring are the final steps in the strategy management process. There are 3 stages of Evaluation; (1) look again at the internal and external environment that serves as the basis of the strategy, (2) measure the performance that has been done, (3) take various corrective actions. Strategy evaluation must be done because success does not guarantee success in the future. This implementation challenge is how to give a solid impetus for managers and all involved in it to work with pride and passion to achieve the goals that have been set [26].

There are 8 steps in the strategic management process. To make it easier to understand, we can see the following diagram:

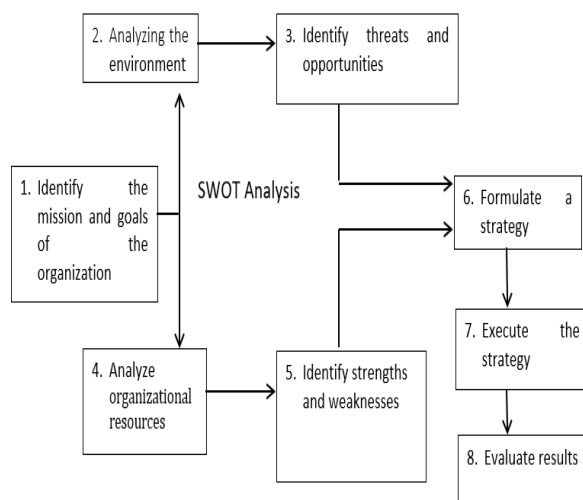


Figure 1. *Eight Stages of Strategic Management*

The final component in the strategy management process is evaluating and monitoring results. The strategic management process must always be a concern and consideration to advance an organization or institution. This is important to maintain the success and progress of the organization. The eight-step strategy management process:

2. Identify mission, goals, and strategies.

3. Analysis of the external environment.
4. Identify threats and opportunities.
5. Analysis of organizational resources.
6. Identify advantages and disadvantages.
7. Develop a strategy.
8. Implement the strategy.
9. Evaluation of results

### Strategic Planning Models

There are many strategic planning models, and arguably none of them are the most perfect. Organizations or institutions can develop strategic planning models that combine several models to obtain adequate and efficient solutions. Some strategic planning models, as mentioned by McNamara (*basic overview of various strategic planning models: 2005*), are:

#### 1. "Basic" Strategic Planning Model

The most basic strategic planning model is used by organizations that are small and do not have much experience. For example, nonprofit organizations such as schools use this model in the first years to get a feel for implementing this simplest model and will improve it in the following years. This basic model has the following components:

- a. Set the organization's fundamental goals (mission) in achieving a goal.
- b. Formulate specific plans to achieve the organization's mission objectives.
- c. Establish ways or steps to achieve goals.
- d. Create specific action strategies for the implementation of each system. Goals and actions should be measurable to be easy to monitor and evaluate.
- e. Monitor and refine your next plan.

#### 2. Planning model based on problems or objectives

The steps in this model are not always carried out every year. Here are the steps in this model, namely:

- a. Observation of the inner and outer environment to find out what the SWOT of the organization is.

- b. Analyze strategically to determine the priority scale.
- c. We are designing strategies or main programs to achieve a goal.
- d. Reorganize or perfect the vision, mission, and moral values.
- e. Develop an action plan (targets, necessary resources, division of tasks, and their responsible persons).
- f. Collect all formulations made into the documentation as files/manuscripts on strategic planning.
- g. Develop an annual operational implementation plan (starting in the first year of all strategic planning each year).
- h. Determine the distribution of the budget for the first year.
- i. Manage the implementation of plans for the first year.
- j. Supervise, evaluate, and improve existing strategic plan documents.

### 3. Alignment Model

This model ensures alignment between the organization's mission and resources so that its implementation can run effectively. The alignment model is very suitable for organizations that want to achieve goals by what has been set and more targeted. This model is also more appropriate for organizations with many efficiency problems in the internal environment. The steps in planning this alignment are:

- a. Make an outline of the mission and programs proclaimed, organizational resources, and supporting factors the organization needs.
- b. Take note of which works well and which ones need adjustment.
- c. Formulate what must be done in the intended adjustment.
- d. Include the intended adjustments as part of the strategy plan to be carried out.

### 4. Scenario Planning Model

This model is suitable for recording and identifying issues, problems, and

strategic objectives, so it is very appropriate to use with other models. The steps in this model are:

- a. Select several external factors and estimate the risks to the organization when changes occur, such as changes in laws and policies and population development.
- b. Discuss 3 scenarios (best, middle, and worst possibilities) if there is a change along with all the risks the organization will bear. A careful study of the worst cases will have the effect of changing the organization.
- c. Formulate the best treatment/best strategy in each scenario in the face of external changes that may occur.
- d. Establish general considerations or strategies best in anticipation of changes that are likely to occur.
- e. Determine and select the most dominant external changes that the organization can significantly influence in a certain period, for example, the next 3 years, and determine the most appropriate and reasonable strategy to deal with a change.

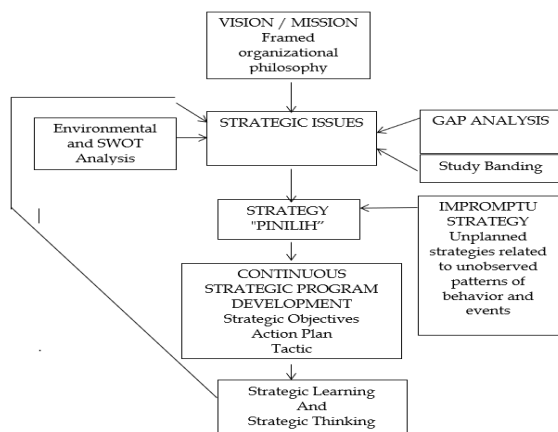
### 4. Organic or Self-Organization Planning Model

This strategic plan model is entirely out of a step-by-step pattern, so it does not appear that the planning is correct, namely:

- a. Discuss and analyze the values of organizational culture.
- b. Application of vision.
- c. Intense dialogue about the processes must be carried out to achieve the vision.
- d. Each party reminds of process refinement with frequent value calcifications and dialogue about planning and processes.
- e. Be patient.
- f. Focus on learning and not on methods

### 5. Lerner's Strategic Planning Process Model

This model was popularized by Lerner in 1999 and is described in the following chart:



Gambar 2. Model Lerner

People have formulated or developed many models regarding the strategic planning process. Organizations such as schools only need to choose from the wide range of possible models offered. There is no perfect strategic planning model, and each school can develop its model by modifying the existing model [27].

### Conclusion

From the previous discussion, we can conclude with the strategic plan model, which explains the actions to achieve the goals. The main components of strategic planning activities are 1) Strategic analysis, 2) Setting strategic direction, and 3) Action planning.

The strategic planning steps include the following: 1) Set organizational goals and direction; 2) Learn about the environment inside and outside; 3) Formulate strategies; 4) Implement strategies; 5) Evaluate and monitor strategies. The strategic planning models are as follows: 1) "Basic" Strategic Planning Model; 2) Planning model based on problems or objectives; 3) Alignment or Alignment Model; 4) Scenario Planning Model; 5) Organic or Self-Organization Planning Model.

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