



## Implementation of the Vision and Mission at the Ibnussabil Islamic Boarding School

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### Abstrak

Tujuan penelitian ini untuk mengetahui gambaran implementasi visi dan misi di pesantren Ibnussabil, khususnya gambaran visi dan misi tercermin dalam kehidupan pesantren, upaya yang pencapaian visi dan misi tersebut dan tolak ukur keberhasilan visi dan misi tersebut. Penelitian ini dekriptif kualitatif dengan metode pengumpulan data; wawancara, observasi dan studi dokumentasi. Teknik analisis dengan Miles, Huberman dan Saldana. Validasi dengan triangulasi. Hasil penelitian ini menunjukkan bahwa Implementasi visi dan misi pesantren dapat dilihat beberapa hal. 1) Cerminan visi dan misi pesantren nampak pada aktivitas sehari-hari santri, program-program dan kurikulum pesantren. 2) Upaya pencapaian visi dan misi pesantren dengan beberapa langkah; sosialisasi visi dan misi kepada calon santri baru dan orang tua mereka, sosialisasi visi dan misi kepada warga pesantren pada saat pekan perkenalan, dan menjelaskan keterkaitan visi dan misi dengan aktivitas santri, program dan kurikulum pesantren pada acara-acara penting. 3) Tolak ukur keberhasilan visi dan misi pesantren dengan menentukan indikator-indikator keberhasilan yang dilahirkan dari beberapa variabel-variabel visi dan misi pesantren.

**Kata Kunci:** *Implementasi, Pesantren, Visi dan Misi*

### Abstract (English-Indonesia)

*The aim of this research is to determine the description of the implementation of the vision and mission at the Ibnussabil Islamic boarding school, especially the description of the vision and mission reflected in the life of the Islamic boarding school, the efforts to achieve the vision and mission and the benchmarks for the success of the vision and mission. This research is descriptive qualitative with data collection methods; interviews, observations and documentation studies. Analysis techniques with Miles, Huberman and Saldana. Validation by triangulation. The results of this research show that the implementation of the Islamic boarding school's vision and mission can be seen in several ways. 1) The reflection of the Islamic boarding school's vision and mission is visible in the daily activities of the students, the Islamic boarding school's programs and curriculum. 2) Efforts to achieve the Islamic boarding school's vision and mission with several steps; socializing the vision and mission to prospective new students and their parents, socializing the vision and mission to Islamic boarding school residents during introductory week, and explaining the relationship between the vision and mission and Islamic boarding school activities, programs and curriculum at important events. 3) Benchmark the success of the Islamic boarding school's vision and mission by determining success indicators that are born from several variables of the Islamic boarding school's vision and mission.*

**Keywords:** *implementation, islamic boarding school, vision and mission*

## Introduction

Vision is the ideals of an institution or organization that it wants to achieve. Achievement of vision is one measure of the success of an institution or organization. So, to provide an understanding of the vision to members of the institution or organization, the vision should be communicated to members of the institution or organization, short or core, flexible, future-oriented, with short sentences and easy to remember. Vision cannot be separated from mission, because mission is concrete activities to achieve the vision of an institution or organization. The mission of the institution or organization must clearly indicate what is to be achieved, the mission of the institution is always in the form of a sentence indicating action, and one vision indicator can be formulated in more than 1 mission formulation. (Chairunnisa, 2016:128)

Vision and mission are very important for any institution or organization, because the vision and mission become the focal point so that all members of the organization can align themselves to work towards one goal. This can help increase the efficiency and productivity of members in an organization. On the other hand, if an organization does not have a vision and mission, it is like a ship sailing without a destination. Organization members will work without the same goal. This will lead to inefficiency and lack of productivity in an organization. (Danim, 2006:82)

A vision that is not implemented is just a slogan, which has no effect on performance, in fact the vision is just a sentence written on paper that does not have the slightest influence. In the extreme, it can even be said that a vision without implementation is just a sentence that is believed to be a vision, which is not actually a vision. (Tim Dosen Administrasi Pendidikan UPI, 2010:145)

Devi Pramitha in her writing concludes that the role or function of

Islamic educational institutions, including Islamic boarding schools, will not be realized without being accompanied by the formulation of the vision and mission of Islamic education itself. Because with the vision and mission the direction of Islamic education will become clearer and measurable. The number of Islamic boarding schools in Indonesia is increasing day by day, each Islamic boarding school should also have formulated a vision and mission before being established, so that the role and function of the Islamic boarding school is clear and the purpose of its establishment is clear. (Pramitha, 2017)

In this regard, this research will describe in depth the implementation of the vision and mission at the Ibnussabil Islamic Boarding School, Santan Tengah. The selection of this Islamic boarding school as the research object was based on the assumption that this Islamic boarding school has a clear vision and mission. A representation of the clarity of the Islamic boarding school's vision and mission can be seen from the increasing number of prospective students registering, teachers increasingly understanding their duties and functions, students' achievements towards memorizing Al-Qur'an targets and academic grades getting better, and evaluations. -Continuous evaluation is carried out to improve and increase the quality of Islamic boarding schools..

## Method

This type of research is descriptive qualitative, with data collection methods; interviews, observations and documentation studies. The data collected consists of primary data and secondary data obtained from informants who have been determined purposively, consisting of; *kiyai* (top leader of pesantren), *ustadzah* (teachers) and *santri* (students). The research location is at the Ibnussabil Islamic Boarding School, Santan Tengah village, Marangkayu sub-district, Kutai Kartanegera district, East Kalimantan. The collected data (data collection) was then

analyzed using Miles, Huberman and Saldana techniques, with a series of analyzes in the form of data display, condensation and conclusion. To ensure the correctness of the data obtained, it was validated using source triangulation and technical triangulation.

## Results and Discussion

### *Islamic Boarding School Vision and Mission*

Based on the results of interviews with leaders, observations and documentation studies conducted by researchers, it was found that the vision of the Ibnussabil Islamic Boarding School in Santan Tengah is:

*"As an educational institution that produces candidate of leaders of the community, it becomes a place of worship to seek knowledge and a source of knowledge of the Qur`an and the Islamic religion while still having an Islamic boarding school spirit."*

This short sentence is a vision which according to Lonnie Helgeson, a vision is a picture of the desired future or a big goal that an organization wants to achieve, in this case an Islamic boarding school. (Chairunnisa, 2016:128) In the vision of the Islamic boarding school, the word "as" is mentioned which explains the role and function of this Islamic boarding school both now and in the future, he explains in the sentence "as an educational institution that produces candidate of leaders of the people". The sentence "to be" is also mentioned, which shows the direction or goal of the Islamic boarding school, namely "to become a place of worship to seek knowledge", apart from that, the direction or purpose of the Islamic boarding school is stated in the sentence "to be a source of knowledge of the Qur`an and the Islamic religion while remaining in the spirit of a boarding school". The vision of the Islamic boarding school is a description of its roles and functions that

apply in the present and in the future, and this vision also provides an overview of the direction and goals of the Islamic boarding school, which these big directions and goals are endeavored to achieve well.

Based on this analysis, it can be concluded that the vision of the Islamic boarding school is in accordance with the understanding conveyed by experts. This can be seen from the meaning contained in the vision in the form of a picture of future ideals which are the goals towards which the Islamic boarding school will be directed. One definition of vision that is in accordance with the Islamic boarding school vision is the definition of vision according to Edison et al., that vision is a statement or ideal that the organization wants to achieve in the future which is more concentrated on long-term programs. (Edison & dkk, 2018:26) More generally, it is said that vision is the eternal essence of efforts to develop human thinking abilities to develop the perfection of human dignity as creatures of Allah SWT on earth. (Muhsin & Muadin, 2023)

The vision of this Islamic boarding school has met the vision criteria so that it can be judged that the vision of this Islamic boarding school is quite good. The vision criteria referred to in detail by Wibisono stated that there are the following 6 vision criteria (Wibisono, 2006:43);

1. State the ideals or desires of the organization in the future.
2. Short, clear, focused and the standard of excellence.
3. Realistic and in accordance with organizational competence.
4. Attractive and able to inspire commitment and enthusiasm.
5. Easy to remember and understand for all employees and impressive to interested parties.
6. The level of achievement can be traced.

The mission of the Ibnussabil Islamic Boarding School in Santan Tengah is as follows:

1. Creating a superior generation towards a *khaira ummah* (the best nation/people).
2. Forming a mukmin and muslim generation with safe hearts, high-minded, healthy, knowledgeable and free-thinking and serve society.
3. Creating Qur'anic scholars who always draw closer to Allah SWT.
4. Creating citizens with an Indonesian personality who believe and are devoted to Allah SWT.

The mission is a statement about the things that the Islamic boarding school must do to realize its vision. It can also be interpreted that the mission is the action that the Islamic boarding school must take to achieve the vision that has been set. (Hafizin & Herman, 2022) The mission set by Pondok Pesantren Ibnussabil Santan Tengah is in line with the meaning of the mission, because the mission is statements that require action, all of which, if carried out well, will achieve the vision of the Islamic boarding school that has been set.

In the vision of the Islamic boarding school, it is stated that "Ibnussabil Islamic boarding school is an educational institution that produces candidate of leaders of the community". In order to achieve this, action is being taken on the mission which states "creating a superior generation towards a *khaira ummah*". If this - "*khaira ummah*" - is connected to Surah Ali Imran verse 110, it follows;

كنتم خير أمة أخرجت للناس تأمرون

بالمعروف وتنهون عن المنكر وتؤمنون بالله.

Its means: "You are the best nation produced, (as an example) for mankind. You enjoin what is right

and forbid what is wrong and believe in Allah".

So it is found that the *khaira ummah* referred to here always has 3 positive actions, namely; call to goodness, prevent evil and believe in Allah SWT.

In the vision of Islamic boarding schools, it is stated that "Islamic boarding schools are places of worship to seek knowledge". In order to achieve this vision, the Islamic boarding school's mission must strive to "forming a muslim and mukmin generation with safe hearts, high-minded, healthy, knowledgeable and free-thinking, and serve society".

In the vision of the Islamic boarding school, it is stated that "Islamic boarding schools are a source of knowledge of the Qur'an and the Islamic religion". This achievement is explained by "creating Qur'anic scholars who always get closer to Allah SWT" which is stated in the Islamic boarding school's mission.

At this point it can be seen that the existence of the Islamic boarding school's mission is an explanation for achieving its vision. So this is in accordance with the definition of mission itself as stated by previous experts. The mission of the Islamic boarding school is also in line with what Hafidzin and Herman concluded that a mission is an activity that contains orders or stages that need to be carried out to achieve a vision.

If the mission of the Islamic boarding school is analyzed using mission criteria, it can be said that the mission of the Islamic boarding school is in line with these criteria even though there are still several shortcomings. The criteria in question are as follows (Hafizin & Herman, 2022):

1. Description of the product or service provided is really needed by the community.
2. A clear target audience can be achieved.

3. Excellent product quality and service with competitively persuade people.
4. Explanation of business goals to be achieved in the future is convenient and beneficial for the available product and service community.

#### ***Implementation of the Islamic Boarding School's Vision and Mission***

In the daily activities of students, the vision and mission of Islamic boarding schools are reflected, one of which is in congregational prayer activities at the mosque. This is a reflection of the vision which states "to be a place of worship". Apart from that, in daily activities, senior *santri* (student) guide, lead and collaborate with junior *santri* (student) in matters of cleanliness of the Islamic boarding school. This is a reflection of the Islamic boarding school's mission which states "the creation of a superior generation leading to the formation of *khaira ummah*" which is a concrete action of the Islamic boarding school's vision which states "as an educational institution producing candidate of leaders of the Ummah". This can be said to reflect the vision and mission of the Islamic boarding school because in this activity the senior students guide, lead and collaborate with the junior students in terms of cleanliness of the Islamic boarding school. This process of guiding and leading and collaborating is a process carried out in leadership. The vision and mission of the Islamic boarding school are not only reflected in these two activities, but are reflected in almost all of the Islamic boarding school's activities.

In the Qur'an memorization program, students are required to memorize the Qur'an from 06.00 to 17.30, then continue from 13.30 to 15.30. This is a reflection of the Islamic boarding school's mission which states "creating Qur'anic scholars who always draw closer to Allah SWT", which is a concrete action taken by the Islamic boarding school to achieve its vision which states "to be a source of

knowledge of the Qur'an". Apart from that, the scouting program carried out in Islamic boarding schools is a concrete reflection of achieving the Islamic boarding school's mission which states "To create citizens with Indonesian personalities who have faith and are devoted to Allah SWT".

In the Islamic boarding school curriculum it has been determined that various kinds of ancient sciences will be taught, such as; fiqh, monotheism, tafsir, hadith and others. This is a reflection of the Islamic boarding school's vision as outlined in the phrase "becoming knowledgeable about the Islamic religion".

From this presentation it can be concluded that the vision and mission of Islamic boarding schools are reflected in 3 things that exist in Islamic boarding schools. The three 3 things are first, the daily activities of students. Second, it is reflected in Islamic boarding school programs. Third, it is reflected in the Islamic boarding school curriculum.

In the research of Lilik, Lailia Nur Baity, and Ahmad Khoiri, "Implementation of School Vision, Mission and Goals to Achieve Quality Schools at Istiqomah Sambas Middle School, Purbalingga", describes the vision and mission reflected in the curriculum, Islamic boarding school programs and daily activities of students, because Istiqomah Middle School is Islamic boarding school-based. (Lilik et al., 2022) This strengthens the research findings at the Ibnussabil Islamic boarding school, both of which have the same vision and mission which are reflected in the same aspects. However, if a broader implementation of the vision and mission is desired, the Islamic boarding school's vision and mission should not only be reflected in those aspects.

In implementing the vision and mission, Islamic boarding schools need to take concrete steps to achieve the goals of their vision and mission. Islamic boarding

schools have taken several things to achieve this goal. These concrete steps are research findings which will be explained briefly below.

Socialization of vision and mission for prospective new students and their parents. Then, measure the prospective students' understanding of the vision and mission of the Islamic boarding school, which is one of the benchmarks for the prospective students' graduation. This socialization must be carried out by Islamic boarding school leaders. The hope of this socialization is that the students will not have the wrong goals in their life.

Socialization of the vision and mission once a year specifically at the introduction week (*khutbatul arsy*) for all Islamic boarding school residents. The boarding school residents in question are all students, all teachers, including leaders of other institutions. This is done to refresh the understanding of Islamic boarding school residents so that they do not have the wrong aim in running the wheels of life at the Islamic boarding school.

Always explain the relationship between student activities, Islamic boarding school programs and curriculum with the Islamic boarding school's vision and mission. For example, when Student Organisation of Ibnussabil Islamic Boarding School Santan Tengah (OSPIST) management changes, the *kiyai* as a leader will explain the relationship between the organization's activities and the vision and mission of the Islamic boarding school. This is done so that the students who become OSPIST managers do not have the wrong aim in carrying out their duties and responsibilities as managers. When directing an oral or written exam, the *kiyai* will usually explain the existence of the exam regarding the vision and mission of the Islamic boarding school. This is done so that students do not have the wrong aim when taking the exam.

So from this explanation it can be concluded that the concrete steps taken by

Islamic boarding schools to achieve the goals of Islamic boarding school vision and mission are 3 steps. The 3 steps are socializing the vision and mission to prospective new students and their parents, socializing the vision and mission to Islamic boarding school residents during the introductory week (*khutbatul arsy*), and explaining the relationship between the vision and mission and the activities of the students, the program and curriculum of the boarding school at the event. - important event.

Achieving the vision and mission of educational institutions does not only depend on the highest leadership, in the Islamic boarding school is *kiyai*. Efforts to achieve the Islamic boarding school's vision and mission are also the responsibility of the Islamic boarding school teachers and staff or all existing human resources (HR) are obliged to strive to achieve the vision and mission. In relation to HR, knowledge management (knowledge) and talent management (talent) also influence the achievement of the vision and mission of educational institutions, in fact knowledge management has a greater impact than talent management in achieving the vision and mission of educational institutions. (Pradana, 2021) Efforts to achieve the vision and mission at the Ibnussabil Islamic boarding school are still centered on the *kiyai*, so it is best to achieve the vision and mission faster, better and more efficiently, requiring efforts from all existing human resources.

Measuring or assessing the level of success in implementing the Islamic boarding school's vision and mission is carried out by means of monitoring and evaluation meetings. In this case, it begins with the goal of the Islamic boarding school which is born from the Islamic boarding school's mission as an indicator of the success of implementing the Islamic boarding school's vision and mission. The indicators are in table 1.

After determining the indicators for the success of implementing the Islamic boarding school's vision and mission, monitoring is then carried out for 1 semester by making the indicators of implementation success the indicators that will be monitored. In monitoring, data is also collected related to these indicators. Then an evaluation meeting was held at the

end of the semester which was attended by the boarding school leader, MMQ director, leadership secretary, administration section, student care staff, language development section and all the teachers. At this evaluation meeting, data analysis was carried out by comparing the data obtained and indicators of successful implementation of the vision and mission.

Tabel 1. *Succes Indicator of Vision and Mission*

OBJECTIVE	SUCCESS INDICATORS
Creating a superior generation towards a <i>khaira ummah</i> (the best nation/ people).	<b>Superior generation</b> 1. Call to goodness 2. Prevent evil 3. Have faith
Forming a mukmin and muslim generation with safe hearts, high-minded, healthy, knowledgeable and free-thinking and serve society.	<b>Mukmin Muslim Generation</b> 1. Safe Hearts 2. High-Minded 3. Healty. 4. Knowlegeable. 5. Free-thingking. 6. Serve society.
Creating Qur'anic scholars who always draw closer to Allah SWT.	<b>Interact with the Qur`an</b> 1. Read it ( <i>bilghoib-binnadzor</i> ) 2. Teach it to the a other. 3. Reflect upon its verse. 4. Practice it in life.
Creating citizens with an Indonesian personality who believe and are devoted to Allah SWT.	<b>Good Indonesian Citizens</b> 1. Obey the government, Pancasila and the 1945 Constitution. 2. Do not oppose the Republic of Indonesia.

The next step is planning corrective actions to improve the implementation of the vision and mission and also as a basis for developing further actions. The results of this evaluation meeting were then reported to the foundation's founders and administrators, and were even disseminated to Islamic boarding school residents without exception.

From the presentation of this data, it can be concluded that measuring the achievement of the Islamic boarding school's vision and mission is by determining success indicators that are born

from several variables. The existing variables are obtained from the Islamic boarding school mission.

To measure the achievement of the Islamic boarding school's vision and mission, it is necessary to determine indicators of success. Research by Lopi Lesduwiyana and Dini Widyawati in their quantitative research entitled "Application of the Balanced Scorecard to Achieve Vision and Mission in Hospitals" concluded that the Balanced Scorecard can be used as a benchmark for the performance of the PKU Muhammadiyah Surabaya hospital as

achieving its vision and mission. (Lesduwiyana & Widyawati, 2018) So it is permissible in qualitative research to determine indicators of achieving the vision and mission qualitatively as in the Ibnussabil Islamic boarding school. Measuring the achievement of the vision and mission at the Ibnussabil Islamic boarding school is quite good, but it is necessary to consistently speculate together with other teachers about the achievement of the vision and mission based on the indicators that have been prepared.

### Conclusion

The implementation of the Islamic boarding school's vision and mission is examined from 3 things; 1) reflection of the vision and mission in Islamic boarding school life. 2) Efforts to achieve the vision and mission. 3) Benchmarks for the success of the vision and mission. The reflection of the Islamic boarding school's vision and mission is visible in the daily activities of the students, the Islamic boarding school's programs and curriculum. Efforts to achieve the vision and mission of Islamic boarding schools with 3 steps; socializing the vision and mission to prospective new students and their parents, socializing the vision and mission to Islamic boarding school residents during introductory week (*khutbatul arsy*), and explaining the relationship between the vision and mission and the activities of the students, programs and curriculum of the boarding school at important events. Benchmarking the success of the Islamic boarding school's vision and mission by determining success indicators that are born from several variables of the Islamic boarding school's vision and mission.

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