

Development Of Strategic Planning To Create An Effective School

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Abstract. *The development of strategic planning in the education system is urgent in creating effective schools, namely schools that have work processes that are consistent with the planning context. Meanwhile, strategic planning is planning that focuses on achieving the school's vision, mission and goals. In an effort to optimize strategic planning, sensitivity to changes in strategy is needed, respect for work risks, having a solid work team, creative, proactive, responsive to changes and problems, creative and innovative, and having high dedication to achieving goals according to targets, hopes and needs. , demands and ability adjustments. Therefore, the process of developing strategic planning includes 5 components that must be considered in school management, namely: (a) Strategy for achieving vision, mission and goals; (b) Strength of Planning Consistency; (c) Strengthening team collaboration; (4) Risk Management; and (5) the effectiveness of monitoring and evaluating the achievement of goals and the realization of effective schools.*

Keywords: *Strategic Planning, Effective School, Effective School Performance*

INTRODUCTION

Strategic planning is a planning system that focuses on achieving the vision, mission and goals of the organization, while an effective school is a school that has effective performance and strategies to realize work planning or a work system that focuses on consistent implementation of the realization of the planning itself. Thus, strategic planning and effective schools in the educational environment are two things that are compatible, compatible and have an equivalent conceptual correlation in an effort to realize real school work productivity.

Based on the results of analysis from field surveys conducted by researchers during preliminary research activities, there are several categories of schools, based on how they work, including: (1) There are schools that optimize planning in accordance with the expectations, needs and demands of actors and stakeholders, but are not balanced with input strength (instrumental input and environmental input), ultimately the management process will be very weak; (2) There are schools that have high input power, but are not effective in the implementation process, in the end the plan is just a plan, and does not produce correct work results; (3) There are schools that have high input power, and the managerial implementation process is strict, but do not start with strong planning, ultimately giving rise to high levels of internal conflict and ineffectiveness in achieving goals; (4) There are schools with strong input power and high management processes, but they are not supported by a system of commitment

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and consequential management system and are inconsistent in their implementation, ultimately not producing optimal productivity.

Based on the explanation above, there are at least 7 components that underlie optimal goal achievement, namely: (1) Appropriate strategic planning and directed at achieving school goals; (2) Optimize input strength, and adjust management process strategy; (3) strengthen commitment, process consequences and consistent management processes towards planning and goal direction; (4) continuous, continuous and ongoing evaluation of each stage of the management process; (5) carry out an improvement process and risk management analysis for each component; (6) Monitoring aspects of consistency of planning, processes and results; and (7) evaluation of goal achievement. B. Keith Simerson (2023: 34).

Based on the description above, to produce schools that are effective in providing education, it is appropriate for a management system to implement a strategic planning system that focuses on the orientation of the school's own vision, mission and goals. An effective school is a school that is able to provide maximum service to students and has good relationships with the community. Effective schools are also able to achieve what is planned and handle the problems they face by innovating. There are several criteria for effective schools that can be used as a reference, namely: (1) Having high achievement standards targets and productivity; (2) Strategic planning is focused on goals; (3) Having a creative Development and Innovation Program; (4) Academic focus on continuous and ongoing academic improvement.

Apart from the 4 things above, there are indicators of school effectiveness implemented by the Education Department of Western Australia's (1996), namely through mapping the current condition of schools and improvement efforts made at schools, which includes six dimensions of the education delivery process as follows: (1) implementation of school leadership and management; (2) the quality of learning practices in schools; (3) staff development and coaching programs; (4) programs to create a conducive learning environment and academic climate; (5) student achievement improvement program; and (6) a program to increase the participation of parents of students in the implementation of education. (Hersay. 2016).

Based on the Education Quality Report (RMP) at the national, regional and educational unit levels, there are still many whose quality achievement scores are not as expected in accordance with the demands of national education standards. It can be concluded that the quality achieved in each region has largely not reached the optimal target. This is a big question and puzzle that must be studied scientifically, what are the weaknesses of the planning process, implementation of the management process, evaluation and assessment of productivity?.

Until now, education issues are still of special concern to the government. This is because the Education for All Development Index or education for all (EFA) in Indonesia decreases every year. In 2011, Indonesia was ranked 69th out of 127 countries and dropped compared to 2010 which was in 65th position. The index issued in 2011 by UNESCO was lower than Brunei Darussalam (34), and four places adrift of Malaysia (65). One of the causes of the low education development index in Indonesia is the high number of children dropping out of school. At least half a million elementary school age (SD) children and 200 thousand junior high school age (SMP) children cannot continue their education. Education data for 2010 also stated that 1.3 million children aged 7-15 years were at risk of dropping out of school. Even reports from the Department of Education and Culture show that every minute four children drop out of school. According to the Ministry of Education and Culture's Expert Staff, Prof. Dr. Kacung Marijan, Indonesia is experiencing complex educational problems. Apart from the school dropout rate, education in Indonesia also faces various other problems, ranging from poor infrastructure to a lack of quality teachers. The main problems with education in Indonesia are the low quality of teachers, the substandard quality of the curriculum, and the inadequate quality of infrastructure. <https://alamsyahsb99.wordpress.com/> 2016/03/18/10-problem-dalam- field-atau-manajemen-pendidikan/).

The problems mentioned above indirectly indicate that the management process at the educational unit level can be said to be largely ineffective. Regardless of the level of validation of this information, what is clear is that it is natural for the education management system in each primary and secondary education unit to continue to develop and carry out continuous improvement creatively and innovatively.

Based on the context of rationalization of educational problems, there are things studied in this research, namely how the strategic planning of educational units, especially primary and secondary education, is to create effective schools that are able to realize quality educational processes and productivity. Therefore, there are two main problems that must be studied, namely planning problems and the expected effective schools.

Based on the analysis as described above, to produce high school productivity, as evidenced by the quality of graduates and an effective educational process, must be realized through effective schools. Efforts to create effective schools require an effective management system as well, especially in the aspect of quality planning. One that has strength on the basis of strategy, technical and managerial approaches, strategic planning has a very important role. Therefore, the question is, what kind of strategic planning should be carried out, especially by

educational institutions in primary and secondary education units, to produce effective school conditions.

METHOD

The qualitative approach used in this research was developed by Sugiyono (2012), with the following steps: (1) focus on potential and problems; (2) data collection; (3) data reduction and analysis; (4) product design; (4) design validation; (5) design improvements. Data collection techniques used include techniques namely interviews, observation, documentation. Meanwhile, the data analysis stage consists of several steps, namely: induction, typology, conceptualization and interpretation which are carried out during research and after completion of the research.

Validity or validity of data findings obtained in the field is carried out by: (a) extending the researcher's presence; (b) Deeper observations; and (c) Triangulation. The data sources in this research are all competent and related elements, which were taken by purposive sampling, in order to find optimal information about the expected target or data source.

RESULTS

With the aim, not of ignoring and showing prejudice about the low level of management systems in each educational institution, but based on research facts and analysis of existing studies, thus raising the big question: how is the strategic planning carried out in educational institutions, to produce effective school conditions? which is proven by the productivity, quality of the school management process and the quality of graduates. So there is a need for a study of the strategic planning process in creating effective schools; (2) Study of weaknesses in the strategic planning implementation system in creating effective schools; and (3) Design of strategic planning development to create effective schools.

1. Strategic Planning Process to Create an Effective School

a. School Strategic Planning

Strategic Planning is a continuous systematic process of making decisions and carefully considering risk aspects, and by utilizing as much anticipatory knowledge as possible, systematically organizing efforts to implement these decisions and measuring the results through organized and systematic feedback. Strategic planning is basically one of the many developing planning concepts, where planning is one of the management functions. Every expert in stating management functions does not fail to include planning as one of the functions and this function is always placed in first place.

In general, the Strategic planning process, especially in the education sector, includes the following components: (1). Mission statement and general objectives (overall mission and goals statement), which are formulated by management leaders (executives) and emphasize strategic thinking developed with future targets; (2). Environmental analysis (environmental scan or analysis), by identifying and assessing and anticipating external factors and conditions that must be taken into account to formulate organizational strategies; (3). Examining internal conditions and resources (internal profile and resource audit), by evaluating the organization's strengths and weaknesses, so that they can be taken into consideration in preparing strategic planning; (4). Formulating, evaluating, and selecting strategies (the formulation, evaluation, and selection of strategies); and (5). Implement and supervise the strategic plan (the implementation and control of the strategic plan).

A vision is essentially a description of what an organization will look like when it successfully implements its strategy and reaches its full potential. Vision is a representation of beliefs and hopes and ideals regarding what an organization should look like in the future in the view of customers, employees, owners and other important stakeholders. Therefore, the vision description must have at least the following characteristics: (1). Be concise, preferably less than ten words; (2). Attractive and easy to remember; (3). Provide inspiration and challenge for future achievements; (4). Trustworthy and consistent with the strategic values and mission; (5). Serves as a meeting point with all important stakeholders; (6). Clearly state the essence of what an organization should be; (7). Allows flexibility and creativity in implementation.

Apart from that, in essence strategic planning is a planning system that focuses its planning system on optimizing the achievement of the vision. Therefore, the relationship between strategic planning and the vision itself is: (1). A vision that explains what the organization is built for; (2). A mission that describes how activities or activities will provide encouragement in the direction in which the organization will be taken along with the approach taken; (3) Goals and objectives guide the organization's orientation within a certain period of time; (4) and strategic planning is a planning system that refers to and focuses on the 3 aspects above. The position of the organization's vision and mission is the main focus in strategic planning. The mission provides an understanding of the organization's goals, apart from that, understanding the organization's goals will be very helpful in expanding the mission into a vision of success.

Based on the description above, the procedures for formulating strategic planning are: (1). Mission, formulating the organization's mission; (2). Vision. Formulate the organization's vision; (3). Value. Developing organizational values; (4). Internal Analysis. Conduct internal analysis; (5). External Analysis. Conduct external analysis; (6) Assumptions. Formulate assumptions; (7). Strategic Analysis and Choice. Develop strategic analysis and select strategies; (8). Critical success factors. Formulate key success factors; (9). Goals. Formulate organizational goals; (10). Corporate objectives and strategy. Formulate operational targets and strategies.

School Managerial System, in the school work program planning system to primarily create an effective school, which is able to carry out all designs on strategic planning and school goals, then with strategic planning, it is hoped that: (1). Develop change planning in an increasingly complex organizational environment; (2). Through strategic planning, we can manage success by being oriented towards achieving the vision, goals and expected results; (3). Through strategic planning, it can provide encouragement for future-oriented activities that are expected and needed; (4). Developing the adaptive nature and flexibility of planning with a long-term approach; (5). Improving optimal service excellence; (6). Improving better communication and cooperation within the organization internally and externally, at all levels or levels of related and interested parties.

In essence, strategic planning is the process of developing a plan on how the school can achieve its goals. Therefore, technically, in the strategic planning process in the school environment, you must consider:

- 1) The strength of a special team that has the following criteria: (a) Mastering the vision, mission, goals and objectives of the organization; (b) Have an agreement on the results of the analysis of school needs and expectations; (c) based on adequate conceptual and theoretical richness; (d) understand strategic issues of school quality; (e) Have a readiness to cooperate;
- 2) School strategic planning, having the same attitude towards achieving goals by considering risk management sensitively;
- 3) Strategic planning focuses on the productivity of the development of school performance aspects such as: (a) Optimal school administration management; (b) Strong financial management; (c) Solid organizational management; (d) Management of adequate infrastructure; (e) Productive management of educators and education personnel; (f) Management of quality curriculum and learning processes; (g) Meaningful student management; (h) Management of a supportive school environment,

culture and climate; (i) management of meaningful educational stakeholder participation;

- 4) The form of strategic planning in the school environment, outlined in the school administration system such as: (a) Strategic Plan Document (RENSTRA) or School Work Plan (RKS), which has a long-term reference for the next 4-5 years; (b) Work Plan Document (RENJA) or Annual Work Plan (RKT), namely the Annual work plan document; (c) School Activity Plan and Budget Document (RKAS), namely a planning document, which translates or describes the activity plan and budget in accordance with the demands of the school's needs and capabilities;
- 5) Strategies that support the success of school strategic planning, including: (a) institutional needs and goals; (b) risk management; (c) Decision making progress; (d) Budget exploration; (e) Balance between expectations, abilities and achievements.
- 6) In essence, strategic planning in the scope of education is planning that is carefully determined, starting from formulating a plan and creating systematic guidelines in solving a problem in an educational plan to achieve the goals and objectives that have been set.

b. The Form of an Effective School

As is the focus of the study in this research, namely the preparation of strategic planning to create effective schools, where effective schools are meant: (1) Schools that work in accordance with the needs, demands, obligations and expectations of users; (2) Schools that work consistently with established work plans; (3) Schools that are able to provide maximum service to students as users; (4) The school is effective, able to achieve what is planned and handle the problems it faces through several creative innovation steps; (5) Schools that are able to produce clear productivity which is realized by the quality of graduates that comply with the minimum standards that have been set.

Effectiveness is something that is done successfully. And effective in English is effective, which means successful. The definition of effectiveness itself refers to the goals achieved, not considering how big or how small the efforts and sacrifices made. As for effective school indicators, their implementation can be realized through two challenges, including internal effectiveness and external effectiveness. Internal effectiveness refers to educational output that is not measured in monetary terms, such as learning achievement and the number of graduates. External effectiveness refers to monetary output, such as the success rate of graduates.

Educational productivity in schools is greatly influenced by various factors which are very complex and very closely related to each other. Several factors need to be considered so that education and school management can be implemented effectively so that it can be categorized as an effective school, namely: (1) Factors related to organization and management; (2) Factors related to the managerial performance of school principals; (3) Factors related to teacher performance; (4) Factors related to the education budget; (5) Factors related to the school environment; (6) Factors related to supervision and control; (7) Factors related to discipline as the key to success.

There are several criteria for effective schools that can be used as a reference, namely:

- 1) Have high standards of achievement.

A successful effective school is realized by the high quality of graduates in accordance with targets and objectives, as evidenced by the high achievement of students, the high achievement of students both inside and outside school and also realized by the satisfaction of students as members of the school;

- 2) Have consistent standards of behavior and discipline.

Effective schools have clear and firm rules that must be obeyed by all school members. Effective schools also create a comfortable and orderly climate for teaching and learning to take place without students feeling pressured. For example, schools that have fair and consistent sanctions and rewards.

- 3) Have programs and service quality above minimum standards

Effective schools have the realization of service quality that is oriented towards customer or user satisfaction, such as students, parents/guardians of students, users and school partners.

- 4) Have a work focus in the context of effective managerial system management.

This shows that the school works in accordance with predetermined plans, has high consequences and consistency, both aspects of activities and implementation agendas and completion targets.

- 5) Academic focus in the curriculum.

Effective schools have a curriculum that focuses on developing students' academic competence by fulfilling 2 abilities, namely: students' abilities in the hard skills aspect and the soft skills aspect.

c. Strategic Planning in Creating Effective Schools

In accordance with the description above, namely the strategic planning process and the creation of an effective school, the school's strategic planning in creating an effective school is intended as an effort by the school under the responsibility of the top manager (principal) to

plan the school's work program with the strategy: (1) focus on the vision , mission, goals and objectives of effective school work; (2) considering all elements of needs, challenges, obstacles and risks as well as creative efforts in achieving effective school goals; (3) creative and innovative in resolving problems, obstacles and challenges faced with the high hope that goals can be achieved; (4) Be tangible, accountable, and realistic regarding the realization of work results; and (5) Prioritize input strength, work process quality and output consistency with the goals to be achieved.

The realization of effective schools is a manifestation of the school's ability to maximize school functions which shows school performance in accordance with its functions. Furthermore, the school's functions include technical/economic functions, human/social functions, political functions, cultural functions and educational functions. The technical/economic function is that schools help students acquire knowledge and skills for life. The human/social function is related to the school's contribution to the personal development of students both as individual human beings and in carrying out social relationships in society. The political function is that schools are a vehicle for students to gain knowledge about their rights and obligations as citizens. The cultural function is that schools are a vehicle for carrying out cultural transformation. The function of education is that school is a place for the maturation process.

In an effective school, not only students who have high abilities in learning can develop themselves, but students who have mediocre abilities can also develop their potential as optimally as possible. Effective school researchers assume and believe that 'all children can learn'. This means that effective schools have the ability to provide the best place for children to learn, a place for better learning. Effective schools are identified as schools that can carry out an effective learning process, with the following characteristics: (1) active, not passive; (2) invisible; (3) complex, rather than simple; (4) influenced by individual differences among students; (5) influenced by various contexts.

2. Strategic Planning Indicators for Creating Effective Schools

Indicators of strategic planning to create effective schools are supported by 2 conditions, namely the realization of the quality of strategic planning and the realization of effective schools. There are several indicators of the success of strategic planning to create effective schools, including:

- a. Planning that focuses on achieving effective school goals in accordance with the established vision, mission, goals and work targets;

- b. Planning that considers effective, efficient and productive processes in creating effective schools with optimal achievement of targets and goals;
- c. School work planning that uses multi-strategy, multi-technical, and multi-approaches, in achieving work goals until the realization of an effective school with predetermined characteristics;
- d. Strategic planning that is able to create effective schools with the characteristics of schools that are able to: (1) have plans that can be integrated into the school managerial system, in a rational and controlled manner; (2) realizing a productive, active and effective work process; (3) creating an effective school that is truly productive in producing quality graduates according to standards, achieving both hard skills and soft skills; (4) realizing creativity and innovation; (5) have a strategy for controlling problems, obstacles and challenges.
- e. Strategic planning that can be implemented in schools is effective and is realized by improving controlled conditions in 9 aspects of school performance: (1) Administrative management; (2) organizational management; (3) financial management; (4) management of infrastructure; (5) management of educators and education personnel; (6) student management; (7) curriculum and learning management; (8) management of the school environment, culture and climate; and (9) management of education stakeholder participation.

Thus, strategic planning in creating an effective school is work planning that is in accordance with needs, demands and expectations which can be measured from the value of work productivity in the form of achieving vision, mission, work goals and objectives. The target in question is an output, measured through comparison. Budget output (OA) is compared with actual output (OS). When the result is $OA > OS$, it is called effective school work.

3. Development of Strategic Planning to Create Effective Schools

Based on the description of the results of data analysis reduction as explained above, there are several principles that must be adhered to consistently by the school principal as Top Manager in the school environment, as for several principles of strategic planning in creating an effective school, including:

- a. Modality Focus and Achievement of Vision, Mission, Goals and Targets (VMGT)

All work planning, both long-term and medium/short-term planning, is focused on the stages of achieving a clear vision, mission, goals and objectives, as well as achieving effective school targets in accordance with the stages in each Annual Work Plan (RKT).

b. Planning Consistency

What is important besides having to focus planning on vision, mission, goals and objectives is the ability to consistently plan. It is as if the program that has been planned cannot be negotiated for its implementation.

c. Teamwork

Strategic planning to create an effective school requires solid, active and reactive teamwork, accompanied by a clear and consistent division of tasks and authority.

d. Consideration of Total Risk of Management

In the strategic planning process, it is very sensitive to considerations of internal and external environmental conditions, therefore the strategic planning team as a whole considers its actions and is required to be sensitive to various risks that threaten various components of the work system. Apart from that, most of what threatens the success of an effective school are environmental conditions. Alone.

e. Productivity Focus

One of the criteria for strategic planning is to focus on achieving results or goals, therefore. The strategic planning carried out and realized is overall focused on the goal of realizing an effective school.

Based on the five principles mentioned above, the development of strategies in strategic planning to create effective schools will be related to the following 5 components: (1) Development of strategies for achieving the vision, mission, goals and objectives; (2) Developing the strength of planning consistency towards planning programs and realizing effective schools; (3) Development of team collaboration strategies; (4) Development of risk management; and (5) Development of evaluation of the achievement of effective schools in stages, continuously and sustainably.

The technical development carried out as explained above is described in the following table:

Table 1. Technical Strategic Planning Development

No	Development Elements	Technical Development
1	Strategy for Achieving Vision, Mission and Goals	Several innovative strategies were developed in the planning process, which focused on achieving the School's Vision, Mission and Goals
2	The Power of Planning Consistency	Building a team performance attitude, which works consistently towards the planning formula
3	Teamwork	Building a work team that has the same understanding, reactive work capabilities, and is balanced with high levels of cooperation, coordination and dedication
4	<i>Risk Management</i>	The entire team in each component considers the process of identifying, formulating and controlling risks to a minimum that hinder the achievement of objectives.
5	Evaluation of Effective School Achievement	Gradually and continuously, increase the effectiveness of monitoring and evaluation and improve work processes to produce effective schools

Through system development for the 5 aspects above, it is hoped that school strategic planning can create school conditions that are categorized as effective schools.

DISCUSSION

Strategic planning in the education system is a very important thing to do so that school performance has a clear picture of its goals for the long term. The education system must have a strategic plan. However, in fact many educational institutions try to operate without a defined plan. According to research from OnStrategy, 86% of executive teams spend less than an hour per month discussing strategy, while 95% of the typical workforce has no understanding of their organization's strategy. Based on this, it is very important to prepare a strategic plan that can be understood by all parties, especially in creating an effective school.

Strategic planning is essentially part of the strategic management concept. Where strategic management according to Ansoff (2016: 15) strategic management is: A systemic approach to a major and increasingly important responsibility of general management: to position and relate the firm to its environment in a way which will assure its continued success and make it secure surprise form. Ansoff believes that, strategic management is a systematic approach to management responsibility, conditioning an organization to a position that is certain to achieve its goals in a way that will ensure continued success and make the company (school) guarantee or secure a surprising format. So strategic planning is planning that aims to ensure that the institution/ organization and all stakeholders involved in it work together in a focused and consistent manner to achieve the same goal.

Strategic planning is “the process of selecting organizational goals; determining strategies, policies and strategic programs needed for these goals; and establishing the methods necessary to ensure that strategies and policies are implemented.” Thus, in essence strategic planning is an organizational management activity used to set priorities, focus energy and resources, and strengthen operational performance. Strategic planning also ensures that employees and other stakeholders work toward shared goals and establish agreement on desired outcomes, as well as adjust the organization's direction as changes occur. This is a disciplined effort that results in fundamental decisions and actions to shape the organization's knowledge of who the organization serves, what the organization does, and why it does what it does. Effective strategic planning not only articulates where an organization is going and the actions needed to make progress, but also how it will know if it will be consistently successful.

According to Goodstein (2003: 140), strategic planning is considered the main thing in effective institutional growth. Preparing strategic plans makes institutions always ready to face challenges and changes. Not only that, institutions can also seize existing opportunities as best

as possible. The strategic plan itself is a document used to communicate with the organization and its goals. All strategic planning made in the strategic plan must include action plans that are able to realize these goals by considering other important aspects of performance. Strategic planning is something that needs to be done in detail.

A school that is well managed can be an effective school. The effectiveness of a school consists of school management and leadership, teachers, education personnel, staff, students, curriculum, infrastructure, classroom management, school relations with the community, and so on. If this management can be carried out well, it can not only achieve school goals, but is also closely related to the components of the school quality system.

According to Allan A. Glathron, (2000: 31), an effective school is a school that has several characteristics such as organizational leadership, curriculum leadership, supervisory leadership (leader as supervisor), and management. The effectiveness of a school is related to the quality of the school concerned, for example final exam scores, learning achievements, artistic achievements, etc.

Even the quality of graduates also influences this effectiveness, namely in the planning, implementation and evaluation stages. Thus, an effective school is a school that is able to optimize all input and the process of achieving educational output (student achievement), which is characterized by learning competency.

Characteristics of an effective school, according to David A. Squires (1983), the characteristics of an effective school are: (1) There are disciplinary standards that apply to the principal; (2) Have a routine of activities in class; (3) Having high school achievement standards; (4) Students are expected to be able to achieve the planned learning objectives; (5) Students are expected to be able to graduate by mastering academic knowledge; (6) There are awards for students who excel; (7) Students have the belief that hard work is more important than luck in their efforts to achieve achievement; (8) Students have a big responsibility; (9) The school principal has a monitoring and supervision program for successful academic achievement. Meanwhile, according to Jaap Scheerens (1992), effective schools have the following effective characteristics: (1) The existence of strong leadership; (2) Emphasis on achieving basic abilities; (3) A comfortable school environment; (4) High expectations for student achievement; and (5) Routine assessment of student programs.

Schools as educational institutions generally have a main mission, namely educating students so they can continue their education to a higher level, increasing students' knowledge, and teaching reciprocal relationships with society. A person who plays a role and is responsible for school management is a school principal who has high leadership. This is so that we can

mobilize human resources in a quality manner. Remembering that leadership is an important aspect in the school system to achieve its goals. Thus, strategic planning to create an effective school is a planning process carried out by the school principal and his team, with a focus on creating an effective school according to certain criteria that are expected to be in accordance with the school's vision, mission and goals.

CONCLUSION

Several things can be concluded from this study, including:

1. Strategic planning has a very important role in realizing effective school conditions. This is because strategic planning is planning that is built through several specific strategies according to needs, conditions and capabilities and focuses on vision, mission and goal achievement.
2. An effective school is the performance of all school elements and components, in achieving goals, through a focused strategy on a predetermined planning program. Therefore, effective schools have characteristics and are also indicators of the achievement of effective schools, including: (a) focus on planned programs; (b) focus on achieving goals, customer demands and adapting capabilities; (c) proactive towards problems and responding to reactive, creative and innovative thinking; (d) integrated into the management process and achievement of 9 aspects of school performance; (e) continuous improvement.
3. Development of a strategic planning strategy includes 5 components that must be considered in school management, namely: (a) Strategy for achieving vision, mission and goals; (b) Strength of Planning Consistency; (c) Strengthening Teamwork; (4) Risk Management; and (5) the effectiveness of monitoring and evaluating the achievement of goals and the realization of effective schools.

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