

THE NEEDS OF STRATEGIC PLANNING IN EDUCATION: A PROCEEDING PAPER

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Abstract: The tightening of competition in the world of education, many educational institutions make use of technology as a support to improve their performance. The key to the success of educational institutions is the application of information systems for the processing of institutional data quickly and accurately. Strategic management is the implementation of planning, monitoring, analysis, and evaluation that is carried out continuously from all the needs required by the organization in an effort to achieve its goals. Changes that occur quickly and spontaneously in the organizational environment will require organizations that are able to continue to evaluate strategies. The implementation of strategic management helps the organization to know the current state of the organization, then formulate a strategy, disseminate it and analyze the effectiveness of the applied management strategy. This research aims to explain the need for the implementation of strategy management in aligning strategic planning in education. There are studies that emphasize improving the quality of education as one of the purposes of having strategic planning. The research is mainly focused on Indonesia's primary education. This paper discusses how schools in Indonesia themselves plan their strategic planning which starts from the vision and mission followed by the implementation stage. This paper comprehensively describes the type of strategic planning put in place by the school through carrying out an annual work plan in line with their vision and mission, carrying out internal and external audits, setting long-term goals, then framing, considering and selecting strategies before proceeding with implementation. using curriculum planning, educational staff development, student affairs development and guidance, financial planning, public relations planning, and infrastructure planning to measure and evaluate school performance. This research uses a qualitative method by involving ten literary papers selected from various sources that are mostly based on Google Scholar where literary papers will come from different academic institutes from various countries. In obtaining research data, researchers collect, analyze, organize, sources from articles, books, previous research on the implementation of strategy management in the field of education. Thus, the review of this paper will look from a broad global perspective from various national cases for example.

Keywords: Strategic Planning, Education, Educational Institutions.

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INTRODUCTION

Education can cover quite a wide topic at a specific stage for instances higher education or in stage of children education where it can be more than that. Education also is an act of both teaching and receiving knowledge in various type of medium. While, strategic planning is

basically a process of finding out the specific vision to achieve either in the near future or long term while laying out the exact mission in order to achieve the mission. Education's goals can be varied for every person or entity or the individual itself. For example, the education can bring so much for a country like reduces poverty, helps in boosting the economic growth and also offered more opportunity in employment. Hence, those are some examples of vision of a country that may want to achieve in order to develop the country. Hence in the meantime, the strategic planning needs to be plan and derive in order to realize the vision. Thus, the realization comes in mind where there is a need of strategic planning in education where it is not limited to any type of education or to entity liable for it. The field of the discussion of 'The Needs' can cover other field which is quite related like the objectives of strategic planning and the importance of strategic planning in education.

Furthermore, apart from that the needs of strategic planning in education also serve the terms purpose of planning out in order to achieve such goals and objective in education. The goals are defined, the resources that can be used to reach the goals are assessed, and specific strategies or initiatives that will help to accomplish the goals are defined. Typically, the procedure comprises a classification exercise to determine the projects with the highest importance. Through strategic planning, the school may adapt to its changing internal and external environment. Thus, in this paper review it will focus on various academic papers that study on the main purpose which serve the needs of having strategic planning in education.

METHODOLOGY

In a way to finding out what has been research and studied in the fields of 'The Needs of Strategic Planning in Education' few literature academic article and journal will be selected and reviewed. Hence, this paper review mostly will choose the qualitative method where the information will be derived and discussed in the findings section. Ten literature paper are chosen from various sources which mostly founded on the Google Scholar where the literature paper will come from different academic institute from various countries. Thus, this paper review will see from a wide perspective globally from various countries cases for example.

FRAMEWORK

A group of academic resources of article and journals are chosen for this paper review related with the field. Furthermore, the chosen paper is in the range of 10 years of the publication date from 2022 which to have the objective that the discussion is up to date basis and consistent. For further, there is no limitation applied on the paper review.

DISCUSSION, CRITIQUES AND PAPER REVIEW FINDINGS

In lining out the strategic planning in education, the purpose must be found first which explains on the needs itself. There is a study emphasizes on the quality improvement of education is one of the purposes having the strategic planning. The research mainly focuses on country of Indonesia of primary education. The paper discusses on how the school in Indonesia itself planning their strategic planning which started from the vision and mission followed by the

implementation stage. The paper thoroughly explains on what kind of strategic planning laid by the school which through running the annual work plans in line with their vision and mission, carry out internal and external audits, set long-term goals, then formulate, consider, and select a strategy before continuing with implementation. using planning in the areas of curriculum, educational personnel development, student affairs development and coaching, financial planning, public relations planning, and infrastructure planning to measure and evaluate school performance. From the research paper, the principal derived on the vision and mission are there in order to produce a high quality and superior students in both curriculum and also cocurricular which can be achieved by the mentioned strategic planning (Hasanah, 2021). From the research paper also discussed on how the implementation and evaluation stage help in fulfilling the needs of the developing the strategic planning. The principal or the respondents also mentioned on how developing the strategic planning exactly help towards realizing the vision and mission created by the schools. Thus, this can be simplified that the strategic planning paves the way clearly in order to fulfil the needs of strategic planning in education which is to increase and improve the education quality as a whole and especially for the students themselves.

Apart from strategic planning provide clear path on how to achieve such vision and mission in education, other paper provides another need on why they are needs in strategic planning in education. It can be said that by providing strategic planning, it will enforce the individuals to act more active than usual or in other words they get motivated by the strategic planning (Yaakob, Musa, Habibi & Othman, 2019). This is supported in the literature review discussed in the paper which enhance that strategic planning provides a detailed information on every perspectives for instance resources, time frame and activities to be done (Yaakob, Musa, Habibi & Othman, 2019). In strategic planning, there are specific policy design and action planning created specifically for the vision and mission. From the research paper, there are conclusion made by the authors which some planning are not align with the vision and mission where it can increase confusion among the teachers themselves. Furthermore, they also mentioned that some activities are not needed like certain documentation where the teachers themselves confuse the main nature of education or to do the clerical works. Hence, from the research some findings can be seen which strategic planning pointed out the specific actions that need to be done where every action has their own purpose on how much percentage it can contribute towards the vision and mission for instances.

As far, the paper reviewed focus on what the strategic planning has benefits them that work in the education field. Furthermore, it also highlighted the weaknesses if the strategic planning does not have a well planned as it might burden the person who will run the strategic planning. For instances, the teacher themselves confuse with main focus of their task whether to teach or to perform the tons of documentation. This confusion might explain on certain and specific planning and improvement need to be done in the strategic planning itself or otherwise the main objectives and goals in education cannot be completed. A specific studies and research were performed at certain places like schools and the respondents are among the person who works in education field which portray the exact situation that happened in the education field. This also showed that each education stage and purpose will have their own needs on whether the strategic planning will help them achieving the main goals and objectives in education.

Another paper pointed out that the purpose of strategic planning serve in education is to serve as the management tools where the studies and research of this paper is based on the

people in the rural schools in the Motheo district (Mokhatl, 2016). The paper referred that the strategic planning act as a focus point for the school for instance in order to attain the better and higher quality in education system. The paper also revealed that most of the principals realized that they do have the strategic planning placed in the schools where it just the implementation differs from each school whether the strategic planning is being implemented or not. The principals as the respondents of the studies admitted that the strategic planning provide guideline and direction as what the school must achieve in the short term and also for the long term. A strong tool for school development, strategic planning ensures the existence of a cogent action-planning process for school renewal, innovation, and transformation.

Hence, the strategic planning surely acts as management tool in order to strive for the goals and objectives. With the mismatch of initiatives and strategic planning with the targeted goals and objective might lowered down the probability of success. The study revealed that few activities of the schools are not needed and burden the teachers which somehow mismatch the resources itself with the exact purpose. This indirectly will disrupt the teacher to achieve a better quality in education with lack of resources such as the teachers themselves and also the time take as the time already reserve for unimportant activities (Mokhatl, 2016). The paper did mention the strategic planning is the management tool for the schools however it covered only a minor part of it where it had more explanation and discussion on the implementation and the drafting methods of the strategic planning. The topic of management tool was not discussed thoroughly on how and what kind of management tool represented in terms of strategic planning.

Hence, another paper focus on this area where the paper studied on how strategic planning can act as the best management tool to achieve the stated vision and mission of the school or any institute in education. Apart from using the management tool the terms also can be applied as the model of strategic planning. A paper chose balance scorecard as their tools in the strategic planning where the structure mostly matches the strategic planning purpose. In the balance scorecard there is target and implementation towards the target where it become the best and optimum management tool in the strategic planning for education. The balance scorecard itself structured from financial perspectives, process perspectives, customer and growth perspectives where they count both monetary and non-monetary value in the vision and mission (Fooladvand, Yarmohammadian, & Shahtalebi, 2015). A balanced scorecard (BSC)-based assessment is a precise selection of a group of quantitative metrics that come from the organization's strategy. The metrics that come out of this approach give leaders tools for analyzing how well the organization is doing as well as for developing a relationship between achievements with partners and employees.

In addition, more paper supported that strategic planning do serve as the management tool and model for the vision and mission which clearly pave and pace the way. The paper lined out balance scorecard as one of the tools uses as the strategic planning in education. Furthermore, they also added more tools that can be use to plan on the strategic planning in education which are SWOT analysis, PESTEL analysis which has been classified as the strategic analysis models specific for higher education. The models usually been applied in the business environment however the studies concluded that the models also relevant to be use as the tools for the strategic planning especially the balance scorecard model (Hassanien, 2017).

Hence, the strategic planning also serves the needs in education that certain tools need to be implemented in order to realize the vision and mission of the education system itself.

The strategic planning in education is definitely a need whereby it is a comprehensive and holistic model or tools that will help the education institutes to achieve a better improvement in various perspectives. Three key components of school strategy include purposeful thought, vision, mission, and direction, as well as decision-making and action that is expressed from a school-wide perspective. school policy (Carvalho, Cabral, Verdasca, & Alves, 2022). Hence, School improvement strategy Strategic action plans (SAPs) and school strategic planning are thought to be important instruments which also can be applied as tools as other paper also refer the strategic planning as tools. The instruments or the tools itself required to act and serve the development of a strategic action plan to assist and direct the measures taken by schools to improve. Furthermore, by having strategic planning it is clearer to have indicator to be used as the evaluation tools. Apart from having the specific activities in the strategic planning, a clear indicator or also known as key performance indicator (KPI) can be set clearer align with both activities and the goals. Thus, for instances few indicators are identified like alignment, tailored to the students' population and school context and comprehensiveness (Carvalho, Cabral, Verdasca, & Alves, 2022).

Thus, from the research paper it can be derived that the suitable indicators will affect the results and outcome of the activities in the strategic planning whether it align and on the track with the vision and mission or vice versa. Thus, a good strategic planning will complete better the actions plan created by the institutes. In this paper review also mention all elements can be identified better in the strategic planning where all the process flow of the activities and the person in charge is important in each process. The paper findings highlighted onto that they should be an important implication for the rules and suggestions that assist the development of school plans. First, a model for evaluating the quality of planning must be created, complete with explicit and pertinent indications. This suggestion might help because it has been tried in Portuguese classrooms. Second, rules and suggestions must be made promptly to assist educators and leaders. Third, schools and professionals need to have access to training and growth-promoting environments.

The person that play roles in any activities in the strategic planning contribute towards the success of the vision and mission of the education institutes. Hence, in another paper which focus on literature review revealed that the stakeholders in the strategic planning which refer on the person that involve in the strategic planning should include the person from all hierarchy in the management (Hagerman & MacIntosh, 2019). The strategic planning is needed when the process of planning and implementation flow will be decided on which stakeholder will contribute towards the success. A clear task and role are important in order for the vision and mission to be realize. In conclusion, the administration team should take the lead in implementing the strategic plan, with input from all stakeholders in the school system.

From this point, few things can be derived that throughout the journey of strategic planning in education, the specification is needed in various perspectives like the activities, the stakeholders, indicators and more. These things validate the strategic planning is a comprehensive management tools that able to help and move the education system or institutes towards a better achievement in terms of quantity and also quality. Furthermore, the paper also revealed that finding the right tools in the implementation and evaluation phase of strategic

planning also a crucial part that will be able to enhance the success rate. For instance, higher education is one of the most important institutes in education that will create future employment for the country. Hence, a good system in higher education is a need while frequent enhancement and advancement in education system is one of the goals to achieve in any education institute. Furthermore, it is supported by the paper reviewed that any education institute's foundational and operational components, including academics, the physical campus, and student life, will all be mapped out in a strategic plan. In the current economy, when competition for student enrollment can make or break an institution's budget, colleges and universities that go through a thoughtful and practical strategic planning process can differentiate themselves from other schools.

In addition, strategic planning as the management tools in education will be able to track the progress on each activity in the strategic planning based on the strategic goals or the vision and mission stated during the planning of strategic planning process. Tracking your progress toward goals can be made possible by having a strategic strategy in place. The success of your firm can be directly impacted by each department's and team's progress when they are aware of the overall plan of the business, resulting in a top-down approach to tracking key performance indicators (KPIs) (Fooladvand, Yarmohammadian & Shahtalebi, 2015).

Followed from that reason, a proper strategic planning will be pointed out any improvement that is needed for each stakeholders and strategic process related in the strategic planning. A research in the South African education system showed some failure in the strategic planning from the process with the strategic goals. This is because the paper studied that there is a mismatch process with the strategic goals as there is failure in the implementation process. This is may due to few reasons such as the confusion from the stakeholder with the stated plans in the strategic planning (Van & Moeng, 2014). The findings also highlighted that the strategic planning did not link with the strategic goals as mentioned both the time frames and the performance indicators are vague. They were unable to adequately execute the evaluation process since performance indicators were not mentioned. Additionally, there was no way to connect the operational plans for the second and third years to the strategic objectives (Van & Moeng, 2014). Thus, from the paper did highlighted that the right strategic planning will be resulted in a fulfilling and competed strategic goals whereby the process itself must be accounted in each stage of strategic process.

Apart from that, to have competitive advantage also one of the reasons on why there is a need of strategic planning in education. A study in Thailand revealed that the resources also one of the crucial structures in the higher education system in Thailand (Chen, Nasongkhla, & Donaldson, 2018). They recommended that higher education institutions first assess environmental and resource variables, then create goals and devise strategies to achieve those goals, before designing organizational structures and systems as the third step. Furthermore, this paper also supported the statement that the needs of strategic planning is to maintain the stakeholder to take parts in every decision and process in the strategic planning which is can be considered as compulsory. Whereby, the process of strategic planning requires a lot of effort and time. It is a procedure to which participants from all tiers of the higher education system should have access. Until there is a solid and practical strategic plan for the future, the promise of strategic planning cannot be achieved (Chen, Nasongkhla, & Donaldson, 2018). The creation of this strategic planning process model, along with activities for matching the university social

responsibility concept to the outcomes and producing an open educational resources strategic plan as an output, serve as a toolkit for outlining a strategic plan. These activities can connect strategic planning to universities' long-term success and sustainable effectiveness.

Lastly, the strategic planning is definitely a need and a must in order to improve and enhance the education system and education institution. This is because strategic planning provides a sustainable method which able to track and allocate the strategic practices that is necessary in the strategic planning. Furthermore, the sustainability is directly link with the effectiveness of the strategic planning in the education system and institution (Sucuoglu & Erdem, 2021). The sustainability of the principles, curricula, and methods used in educational activities in the educational processes needs to be addressed and evaluated by schools. The majority of schools' educational activities no longer rely solely on quality control and strategic planning. To be successful in the world of now and tomorrow, sustainability assurance and control must be incorporated into every educational step of their operations (Sucuoglu & Erdem, 2021). The strategic planning effectiveness rely heavily on the consistency value of the strategic activities thus in order to realize the strategic goals, a lot of things must come into place and play their role specifically towards what they are been ordered to.

CONCLUSION

Strategic planning in education in whichever hierarchy providing a clear path and way on how the management in education able to achieve any stated goals and mission in the strategic goals planned by the institutions itself or by the government. This field which is to study on what is actual needs of having strategic planning in education is however do not have a lot of their discussion specifically and directly. The discussion always focuses on other perspectives in the strategic planning in the education like management tools, implementation, effectiveness which is indirectly been discussed in another field.

Thus, there could be another range of field in the strategic planning in education which to discuss on what is the real need and what is the main objective of having the strategic planning. This is due to any stakeholders in the strategic planning should understand the purpose of having the strategic planning in he first place in order to have the soul of running any activities in the strategic planning. Strategic planning is a comprehensive management tools where it needs a strong interrelation between each other components in the strategic planning structure. Otherwise, another issue will come into the discussion like the effectiveness and the implementation issue for instance. Hence, throughout the 10 years range of academic paper review there is still a loop hole in the field of study. The needs of strategic planning in education surely need a lot of discussion, research and studies in this field which the results will able to help the education system and institution towards a better future and achievement.

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