



# STRATEGIC MANAGEMENT OF SCHOOL PRINCIPALS TO IMPROVE THE QUALITY OF ISLAMIC RELIGIOUS EDUCATION AT SD ALKAUTSAR TEMANGGUNG

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## ABSTRACT

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### Keywords:

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This study aims to determine: (1) How to plan, (2) How to implement and (3) How to evaluate strategic management in improving the quality of schools at SD Alkautsar Temanggung. This research is a qualitative descriptive study, data collected through the methods of observation, interviews, documentation, triangulation, and analyzed using descriptive analysis techniques. This study aims to determine the process of planning, implementing, and evaluating strategic management in improving the quality of schools at SD Alkautsar Temanggung. In the study of strategic management in improving the quality of schools at SD Alkautsar Temanggung, it shows that: (1) strategic planning includes four activities, namely formulating the vision, mission, objectives, identify internal and external factors, determine superior strategies, and long-term planning. short, medium and long. From the results above, it can be concluded that the total employment of Short Term Program Indicators is 95%, Medium Term Program is 96.6%, and Long Term Program is 90%. (2) the implementation of strategic management at SD Alkautsar Temanggung includes policy determination, motivation of educators and education staff, allocation of human resources, and development of school culture. (3) Evaluation of strategic management includes monitoring of all planning and implementation results, measuring school performance and taking corrective steps.

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## 1. Introduction

Education is an important issue for everyone. According to Mutohar, collectively the quality of schools in madrasa management is one strategy to improve the quality of education by giving authority and responsibility for decision-making to school/madrasah principals involving individual participation, both personally and community members (Mutohar: 2013). Mulyasa demands that a quality school is not only seen from the quality of its graduates, but also includes how school institutions are able to meet customer needs according to their needs. with applicable quality standards. (Mulyasa: 2009) Sagala stated that educational institutions can be said to be of quality, if school achievement, especially student achievement, shows high achievement in academic achievement, namely report cards and graduation scores meet the specified standards, have honesty values,

Management comes from the word management (English), a derivative of the word "to manage" which means planning, implementing, and supervising activities to achieve predetermined goals (Dewi: 2014). According to William, Strategy is defined as a theory of how to gain competitive advantage. . A good strategy is a strategy that actually produces a success. (William: 2012). Strategic management according to



Fred R. David is the art and science of formulating, implementing, and controlling every organizational decision that can enable performance in accordance with goals and achievement of goals. (Mulyasana: 2011) According to Forest R. David, the strategic management process consists of 3 stages, namely strategic planning, strategy implementation, and strategy evaluation. (R.David: 2015). School strategy is an important policy of schools to achieve the goal of improving and developing school quality. (Fatikah, Nur: 2019)

According to Arcaro School Quality is a new paradigm in education, which gives broad autonomy to madrasa behavior (community involvement) within the framework of national education policies. (Arcaro: 2005), Quality management is also described as a way to continuously improve performance at every level of operations, in every functional organization, by using all available human and capital resources. In total, 8 national education standards are able to change the current condition of madrasas to achieve the quality and academic development goals contained in 8 national education standards that produce inputs, outputs, processes, and outcomes on a large scale. (Brocka: 1992). High-value quality produces output in the community and the environment with the results of self-achievement by the school, especially for students with academic achievements in the form of UN scores that are able to carve the good name of the school. (Mulyasa: 2009) According to Pleffer and Coote as quoted by Aan Komariah, in essence quality gives meaning to a measure of assessment or award given or imposed on goods (products) or their performance (Cepi: 2005). According to B. Suryobroto in (Pidarta, 2011), the concept of "quality" has an understanding of the degree (level) of excellence of a product (work/business) in the form of goods and services, both tangible and intangible.

As quoted by Amin Widjaya, Gregory B. Hutchins stated that quality is "conformity/conformity with applicable specifications and standards; appropriate/appropriate to use; can satisfy the wants, needs and expectations of customers at competitive prices (Single: 1992). (Cepi: 2005) states that quality is a measure of the assessment or award given to certain goods and or services based on objective considerations of their weight or performance. According to (Crosby: 1995) quality is as required or standardized, namely in accordance with predetermined quality standards, both input, process and output (Mulyadi: 2010). According to Feigenbaum, as quoted (Syafaruddin, 2002), quality is complete customer satisfaction. A product is said to be of high quality if it can provide complete satisfaction to consumers, namely in accordance with consumer expectations for the product or service produced. Quality education is education that can produce output, both services and graduates according to the needs or expectations of its customers (Sulistiyorini: 2012). Religious education is one of the solid foundations of science and technology, but it has not been able to run optimally (Wati & Eliwatis, 2021).

The purpose of this study is the principal's management strategy to improve the quality of Islamic education in SD Alkautsar Temanggung. The formulation of the problem in this study includes planning, implementation, evaluation of the principal's strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung.

## 2. Research Methods

This type of research is qualitative research. Qualitative research is defined as a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior by describing the object under study (Zuhriah: 2007). This study is used to describe everything related to strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung. The research approach used in this study is a qualitative approach with a descriptive method, this method can be interpreted as a problem solving procedure investigated by describing the current state of the object of research based on facts or what is (Moleong: 2009). The approach used is a descriptive qualitative approach that is interpretive with the aim of being able to describe and analyze any phenomena or events that have the potential to provide an understanding of the strategic management of school principals in improving the quality of SD Alkautsar Temanggung. What is meant by the data source in this study is the subject from which the data was obtained. (Arikunto: 2010) Data collection techniques used in this research are (1) Observation, (2) Interview, (3) Documentation. Observation is defined as "research activities through observation, and systematic recording of various symptoms". that appear in the object of research. (Margono: 2010), Interview is a conversation with a specific purpose. This conversation is carried out by two parties, namely the interviewer who asks the question and the interviewer who provides the answer to the question (Moleong: 2009). Documentation is also done to dig up data about strategic management in improving quality



The data analysis technique uses three steps, namely the first using a reduction step (data selection), the second Data Presentation (data display) is the second stage after the data is reduced correctly and correctly. Third data conclusion. To check the validity of the data in this study, it is necessary to check the validity of the data which includes: Credibility Checking, Depenability Checking, and Confirmability Checking.

### **3. Results and Discussion**

#### **3.1 Result**

The history of the establishment of SD Alkautsar Temanggung cannot be separated from the historical ties of the Alkautsar Temanggung school foundation, because of the manifestation of a deep sense of responsibility in the world of education and the scholars in the school who participate in educating life. nation and state, especially in fighting for *fi sabilillah*. SD Alkautsar Temanggung is one of the providers of basic education that has been around for a long time. It's been about 20 years. SD Alkautsar is located at Jalan Kadar No. 11, Sidorejo Village, Temanggung District, Temanggung Regency. Under the auspices of the Temanggung Alkautsar Foundation. SD Alkautsar was founded at that time at the wish of a doctor who owns the Alkautsar foundation named dr.Said Mak Sudi who lives in the plot of Sekip Rt 01 rw 01. It stands on a land area of 1860 m2 and a building area of about 907 m2.

The students of SD Alkautsar Temanggung have diverse backgrounds The social conditions of the community around the school are very heterogeneous. The level of the economy varies from weak, medium, and high economy. This can be seen from the number of students who received PIP and BSM grants. In general, the community around the school supports the existence of schools and school programs The students of SD Alkautsar Temanggung have diverse backgrounds, the social conditions of the community around the school are very heterogeneous. The level of the economy varies from weak, medium, and high economy. This can be seen from the number of students who received PIP and BSM grants. In general, the community around the school supports the existence of schools and school programs

The vision of SD Alkautsar Temanggung is: "Creating a generation of champions who are intelligent, have Qur'anic characters, are environmentally friendly, think globally, and are rooted in Indonesian culture through fun, conducive and interactive learning spaces for students, teachers, and parents."

The mission of SD Alkautsar Temanggung is as follows: To build a learning environment that is able to foster the spirit of learning, self-potential and character of students and teachers. Improve the quality of knowledge, insight and skills of teachers so that they are able to follow the development of students. Develop the participation of all school stakeholders, the community, parents, students, and teachers in educational activities. Cooperating with schools at home and abroad, national and multinational companies and non-profit organizations. The purpose of providing education at SD Alkautsar Temanggung consists of general objectives and specific objectives:

- a) General: Realizing the commitment of SD Alkautsar Temanggung to move forward with a system and culture based on law, social ethics and religion. Excellent Elementary School in Temanggung Regency. Join the Fun School Movement. A spacious and conducive environment for learning. Humanist approach as a guide in learning. Implement and facilitate school residents to create fun school movements, Garden Schools, 2T programs (Tahfidz, Tahsin,), 2B programs (English, Arabic). Domestic student exchange program. Creating a school with a disciplined attitude, enthusiasm for learning and a sense of happiness. Foster productivity and personal integrity in organizational commitment. Have a good and adequate educational infrastructure. Have competent teachers, TU staff and security guards
- b. Specifically: Achievement of KKM for all subjects by each student is at least 70. The achievement of individual attendance in effective learning is a maximum of 98%. The achievement of a multidimensional, meaningful and competency-based learning process. Achievement of grade promotion, graduation and continuity rate of 100%.

Based on the results of interviews with the school, it is known that the Details of the Status of Accredited Schools A is A, Principal Ana Widayati, the number of teachers is 32 teachers, the number of students is 468 students, With Facilities Number of classes 14 with an average number of students as many as 32 students, Library 1 Units, Labs. IPA 1 Unit. Labs. IPS 1 Unit. Labs. Language 1 Unit. Labs. Computer 1 Unit. Sanitation 4 Units.

#### **3.1.1 Strategic Management in Improving School Quality at SD Alkautsar Temanggung**



Strategic management in improving the quality of schools is a condition for improving all school programs to create quality schools. Strategic management in improving school quality has three processes, namely planning, implementation, and evaluation. In detail the process can be explained as follows:

**3.1.1.1 Strategic planning in improving school quality** Strategic planning in improving the quality of schools at SD Alkautsar Temanggung contains the entire process of activities related to the formulation of the vision, mission, and goals, analysis of internal and external factors (SWOT analysis), determination of excellence, short, medium, and long-term planning in improving the quality of schools at SD Alkautsar Temanggung.

**a. Implementation of strategic management in improving school quality** The implementation of strategic management must be in accordance with the predetermined plan. Implementation is the key to success in strategic management in improving the quality of schools at SD Alkautsar Temanggung in accordance with the targets to be achieved. The implementation of strategic management is as follows:

**a) Determine School Policy**

Policies are rules, values or rules that must be obeyed by the school. Policies are in the form of rules that have been set by the government. The policies set by SD Alkautsar Temanggung follow the policies set by the government for schools which include: Implementation of the 2013 curriculum, implementation of character education and character development in schools, improving the quality of educators through the Teacher Competency Test (UKG), technical guidance for teacher training, teachers participating in the certification program teachers, the application of School-Based Management in improving the quality of Islamic education. In addition to following the policies set by the government, SD Alkautsar Temanggung also makes its own policies, for example building excellence in the field of quality Islamic education. The advantages of the quality of Islamic education at SD Alkautsar Temanggung are: a) Science, for students from the science class to study science, namely Chemistry, Biology, Mathematics, and Physics. b) Tahfidz, which is a program implemented for students for all classes held at SD Alkautsar Temanggung. So it is expected that students who graduate from SD Alkautsar Temanggung are able to memorize at least 1 juz of the Qur'an. c) Qiro'ati, its implementation is used to participate in competitions held by relevant agencies in recitation of the Qur'an, bathsul pole competitions. With qiro'at, students are expected to be an example for other schools, that at SD Alkautsar Temanggung students are taught to read the holy verses of the Qur'an. d) Effective learning process. In this learning process, it is expected that all teachers who teach always use media, methods, and learning models that are easy to understand, so that students can easily master the material being taught. It aims to improve the competence of teachers in educating. e) Making rules for teachers and students. f) Teachers follow the KKG in improving professional competence, teachers are required to be able to master every subject they teach, so that in a structured way, teachers at SD Alkautsar Temanggung are linear according to the last level of education they received. that at SD Alkautsar Temanggung students are taught to read the holy verses of the Qur'an. SDN Alkautsar Temanggung in facing policy constraints in implementing the quality of Islamic education, namely: Teachers do not provide guidance to students in the afternoon, but during teaching and learning activities. There are limited funds provided by the state for schools. Financially, the school wants its students to be free. Lack of communication interaction between teachers and students. From these obstacles, there are benefits that can be obtained from the policies that have been set by SD Alkautsar Temanggung. The benefit is that by following government policies, activities will run well. Then the policies that have been set by SD Alkautsar Temanggung can improve the academic quality of the school, the achievement of student learning outcomes, and improve students' skills and knowledge.

**b) Motivating Educators and Education Personnel**

In improving the professional competence of teachers and educators, school principals provide motivation, direction, and orders to educators and education staff. How to motivate educators and education staff, namely: Conducting meetings by providing guidance and direction to educators and education staff once a month or as needed, the Principal also successively analyzes semesters, annual results, report cards as evaluation material. For education staff, instilling five work cultures by guaranteeing service program activities, the Principal focuses more on programs held by the District Education Youth and Sports Office. Temanggung and the School in carrying out a technical guidance program for approximately 3 months, the



Principal provides wifi, internet services for educators and education staff with the aim of adding knowledge and seeking the latest innovations, the Principal gives direct examples in the morning by greeting and smiling to teachers and staff. In education and students, the principal emphasizes more on discipline, as a sense of responsibility. By providing motivation every morning, the form of inspiration given by the principal is based on the Qur'an, As Sunnah, Ijma and Qiyas, because in essence the principle is based on a strong religion. In motivating, fostering and directing educators and education staff at SD Alkautsar Temanggung in order to produce educators and education personnel who are professional and superior. From here the principal gives a reward (gift) to educators and education staff with a light thank you, In addition to giving rewards (gifts) to superior educators and education staff, school principals provide punishment (punishment) for educators and education staff who have not carried out their duties properly. The punishment given is in the form of a warning or reprimand and sanctions, there are two ways that are given, namely a warning or direct warning by the principal if educators and education staff often make mistakes. Giving Sanctions, currently there is no punishment in the form of sanctions such as being transferred or issued at SD Alkautsar Temanggung. because most educators and education staff are equipped with quality graduates from universities and Islamic boarding schools.

**c) Allocating Human Resources**

The method or effort made by SD Alkautsar Temanggung in allocating human resources in accordance with the capabilities in their respective fields is by placing human resources in accordance with their competencies through educational history and diplomas. The solution that SD Alkautsar Temanggung does if its human resources are not in accordance with the capabilities in their field, is to include workshops, training, and technical guidance programs held by the government and schools. SD Alkautsar Temanggung especially all employees in accordance with their respective fields according to the last level of education. The steps to improve the performance of human resources at SD Alkautsar Temanggung are: By doing the administration of teachers and employees, which includes planning, implementation, and evaluation. There are innovations given in the teaching method so that it is easy to understand. In the learning process, the teacher is recommended to students with the learning process outside the room, so that students do not get bored and can get to know the community environment, such as sociology subjects. By providing education and training in improving their performance. A comfortable environment is the principle of success and quality to be achieved.

**d) Develop School Culture**

Each school must be able to create its own academic culture as a self-identity, and also as a sense of pride for the school. In addition, schools must be guided by the vision, mission and goals of the school in order to produce quality students in academic and non-academic fields. By improving the academic quality of SD Alkautsar Temanggung, it can produce superior products that can compete with other superior schools. With school culture, the quality of Islamic education makes a major contribution to the goals to be achieved, including a culture that supports the strategy at SD Alkautsar Temanggung, namely: Tolerance, reflects the good relationship between the school and outsiders. a culture of tolerance carried out such as schools holding meetings (meetings) with a number of community leaders, pesantren foundations, pesantren foundations, and the surrounding community, creating Whatsapp groups in each class to control students, Cultural discipline, is the formation of character. The culture of discipline that is practiced at SD Alkautsar Temanggung, for example: Teachers and students come to class on time, obey all the rules that have been applied, leave all prohibited rules, complete work properly and on time. Religious culture, which is based on the Qur'an and As-Sunnah, reflects a harmonious and warm atmosphere. For example: every morning before the KBM takes place, reading Asmaul Husna is done every morning before the KBM takes place, setting a good example in a polite manner, Speaks politely and behaves well, Each class is not mixed between girls and boys (separated), Be humble and put your knowledge into practice. The obstacle to the implementation of school culture is that there is no more detailed introduction process about achieving the quality of Islamic education. The benefits obtained will facilitate the achievement of school academic quality goals, support the school's vision, mission, and goals, and can improve self-quality in schools.

**3.1.1.2 Evaluation of Strategic Management in School Quality Improvement**

Evaluation at SD Alkautsar Temanggung aims as a level of improvement so that the learning process is effective and efficient in a controlled manner and the quality of high school is good and becomes the



advantage of every school. The evaluation process at SD Alkautsar Temanggung includes several activities such as planning, implementation, monitoring, and evaluation, as well as the results of activities that support high student achievement results. The evaluation carried out by SD Alkautsar Temanggung includes:

**a. Monitoring the results of planning and implementation**

In improving the evaluation of strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung, a meeting method is used (meetings) involving the principal, teachers and several employees by looking at the results of the planning and implementation formulation. Evaluation of strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung includes several activities such as planning, implementing processes, and monitoring the results of activities. Alkautsar Temanggung. How to monitor the results of planning and implementing strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung, namely by looking at the results of the planning formulation process and its implementation. The principal provides guidance in the form of input for employees to have innovations in their implementation. once a week hold regular meetings involving the principal, deputy head of public relations, waka curriculum, waka student affairs, and school committees. Supervision (follow-up) on planning and implementation by the principal. Outputs are focused on planning and implementation conditions. implementation that is able to provide renewal and innovation that can be given as added value. In strategic management there is an improvement in the planning and implementation result system, which will later become a reference for improvement materials for improving the quality of Islamic education. The school continuously makes improvements optimally to achieve the target by controlling the suitability of the improvement conditions. Obstacles in monitoring the results of planning and implementing strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung are time constraints which sometimes conflict with the teaching schedule, and limitations in inclusive development involving related parties such as Waka, teachers, and the school. committee.

**b. Measuring school performance**

Measurement of school performance is an activity that must be carried out in evaluating strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung. This activity aims to determine the extent to which the level of success that has been carried out is based on planning and implementation, so that if there are problems that occur, they can be resolved immediately. Measurement of school academic performance includes activities carried out by several school members and for the level of success as an improvement from measuring school performance for example. Principals, teachers, employees. The way to measure school performance at SD Alkautsar Temanggung is to supervise during the learning process and learning outcomes. The implementation of the teacher performance assessment (PKG) is carried out to assess the ability of teachers to apply all competencies and skills needed during the learning process and subsequently control the knowledge of skills. After the activities are carried out, the school self-evaluation is an evaluation used by each school in order to improve school conditions and improve the quality of the school so that it is in accordance with the vision and mission achieved. Strategic management problems at SD Alkautsar Temanggung are lack of motivation from the school environment, lack of human resources that need to be improved, learning processes that are less effective, and low graduation competence.

**c. Take corrective action**

In taking corrective steps, problems or obstacles that indirectly arise, corrective steps that must be taken by schools in improving the quality of Islamic education at SD Alkautsar Temanggung, one of them by reviewing previous problems, so that schools are able to overcome these problems. appear. occur. Therefore, the school took remedial steps to overcome the conditions of the problems that occurred, by carrying out the process of planning and implementing the quality management of Islamic education at SD Alkautsar Temanggung, namely by reviewing the planning and implementation of academic quality every half year. . carried out by the school's R&D team and quality audit from the Alkautsar school foundation, evaluating the implementation of last year's activities, adjusting to developments and existing learning facilities to determine future strategies. Take action to implement agreed solutions and prepare the school's academic program. Then conduct an academic evaluation as an action from the school that has deficiencies that need to be corrected. The development of the school after carrying out strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung, namely improving the teaching and learning process,



teacher effectiveness in teaching easier with media, learning methods, increasing human resource capabilities, increasing student learning achievement, and more and more new things in the school.

## 3.2 Discussion

### 3.2.1 Data analysis

SD Alkautsar Temanggung is a school that was established under the auspices of the District Education, Youth and Sports Office. Temanggung SD Alkautsar Temanggung by improving the quality of Islamic education, providing good and good reciprocity between the community and the school. For this reason, SD Alkautsar Temanggung seeks to provide good quality in the field of strategic management in improving the quality of Islamic education. The services provided are in the form of programs, systems, and results that can be enjoyed and felt by the community. SD Alkautsar Temanggung realizes how important it is to maintain the quality of Islamic education, which is one form of achieving school potential. In the management of strategic management, SD Alkautsar Temanggung can create quality resources, competent educators, professional education staff and quality students. The strategic management process in improving the quality of Islamic education at SD Alkautsar Temanggung can be described as follows:

#### a. Strategic planning in improving the quality of schools at SD Alkautsar Temanggung.

The strategic planning process in improving the quality of schools at SD Alkautsar Temanggung includes several processes, namely:

##### a) Formulation of vision, mission and goals

The process of formulating the vision, mission and goals that have been prepared by SD Alkautsar Temanggung is to formulate the vision first by analyzing the extent to which the condition of the school problems that are currently being faced. The next step after the vision, mission is formulated, then the next goal to be achieved is the elaboration or implementation of the mission. In the process of formulating the school's vision, mission and goals led by the principal, all stakeholders are involved.

##### b) Identification of internal and external factors (SWOT analysis)

In their analysis, researchers at SD Alkautsar Temanggung have conducted a SWOT analysis in improving school quality. identification of internal and external factors through joint deliberation with related parties consisting of school principals, waka curriculum, and teachers.

##### c) Determination of superior strategy

From the results of the author's analysis, the formulation of a superior strategy in improving the quality of schools at SD Alkautsar Temanggung is to coordinate with related school elements, namely the principal, waka, and teachers. The superior strategy at SD Alkautsar Temanggung is to create a superior program, promote religion, select new student admissions selectively, and develop self intensively. Strategic planning for improving the quality of schools at SD Alkautsar Temanggung, in the formulation of all activities involving the principal, waka, teachers. In the observations of the researchers, the determination of a superior strategy is carefully formed and discussed by several parties involved in the formulation of a superior strategy in improving the quality of schools, it must be significant and become a big responsibility.

##### d) Short, medium and long term planning

SD Alkautsar Temanggung prepares short, medium and long term plans to improve school quality. Short-term planning is carried out for three months, medium-term planning is carried out for six months, and long-term planning is carried out for one year. In the analysis of short, medium, and long term planning, the researcher evaluates the implementation of last year's program by linking the next program.

TABLE 1  
SHORT, MEDIUM AND LONG TERM PROGRAM INDICATORS.

A	Short Term Program	Indicator	Notes. Sign
1	Procurement of student learning infrastructure	a. Continuing construction of 1 unit (3 local) school building b. Procurement of mobile infrastructure (tables, chairs, blackboards, and cupboards)	It's been going well 100%
2	Complete all school administration supplies	a. Procurement of 1 unit of computer b. school nameplate c. Teacher status data board d. Student status data board	It's been going well but not optimal 80%



A	Short Term Program	Indicator	Notes. Sign
		e. Student master book f. School inventory list book g. teacher attendance list h. student attendance list i. officialdom administration j. And others	
3	Procurement of student learning infrastructure	a. Textbooks for students b. Teacher's handbook c. Study tool book d. School rules	It's been going well 100%
4	Complete all Student administration	a. Finding funds for school operational costs b. Accepting new student registration for the 2021/2022 academic year c. Other efforts deemed necessary for school progress	It's been going well 100%

TABLE 2  
MEDIUM TERM PROGRAM INDICATORS

B	Mid-Term Program	Indicator	Notes. Sign
1	Prepare and equip sports facilities and infrastructure between	a. Student sportswear b. sports equipment c. Sports field d. Sports equipment storage	It's been going well 100%
2	Prepare and complete library infrastructure	a. Setting up the library b. Prepare cupboards and bookshelves c. Efforts to procure library books	It's been going well 100%
3	Extracurricular activities	a. Student savings management b. Scouting c. Swimming	It's been going well but needs to be maximized 90%

TABLE 3  
LONG TERM PROGRAM INDICATORS

C	Long Term Program	Indicator	Notes. Sign
1	Prepare and equip facilities and infrastructure	a. Integrating teaching and learning activities in regular classes with Islamic boarding schools b. Building an integrated education complex with Islamic nuances c. Complete science/language laboratory facilities.	It's been going well But it needs to be maximized 90%

From the results above, it can be concluded that the total employment of Short Term Program Indicators is 95%, Medium Term Program is 96.6%, and Long Term Program is 90%.

**b. Implementation of strategic management in improving quality school at SD Alkautsar Temanggung.**

Implementation is the planning stage which includes strategic management activities in improving the quality of Islamic education at SD Alkautsar Temanggung, among others, namely:

- a) Determine School policy  
SD Alkautsar Temanggung in improving the quality of Islamic education is a policy that has been set by the government and schools. The policies that have been set at SD Alkautsar Temanggung itself are to create a superior program, make rules for students and teachers, and an effective learning process.
- b) Motivating educators and education staff  
Based on observations made by researchers, the principal gave gifts to superior educators and education personnel in the form of certificates or souvenirs. From the data obtained by the researcher, the researcher analyzed that the motivational process applies to every general public as a sign that it has a major influence on the task during implementation.
- c) Allocating human resources



The results of the researcher's analysis, designing the allocation of human resources is a supporter of a performance system that produces quality for use in schools. The quality of Islamic education as an allocator of human resources will increase if school conditions continue to make improvements in their fields. This solution contains that at SD Alkautsar Temanggung, in allocating human resources, it looks at employees, teachers, and students. Steps to improve human resource performance include providing teacher and employee administration, innovating learning methods, and providing education and training in the form of KKG.

- d) School culture that supports the strategy.

School culture is the identity of the school in providing education that makes educational innovation very fast, in the form of religious, moral, and personality values. The results of the analysis of researchers at SD Alkautsar Temanggung by supporting a strategic culture have a positive impact on every activity that is beneficial to students. SD Alkautsar Temanggung to develop school culture noted several involvements between teachers and students, among others, namely. Tolerance, discipline, and religious attitudes.

### **c. Evaluation of strategic management in improving the quality of schools at SD Alkautsar Temanggung.**

Strategic evaluation in improving the quality of Islamic education at SD Alkautsar Temanggung is carried out in stages. According to the researcher's view, the evaluation process of strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung is divided into three stages, namely:

- a) Monitor all planning and implementation results

The researcher assessed that by looking at the results of the planning and implementation formulation process, the principal provided innovation as a program that at SD Alkautsar Temanggung could provide an improvement in the quality system. Based on the documents obtained by the researcher, how to monitor all the results of the process of formulating planning and implementing strategic management in improving the quality of Islamic education at SD Alkautsar Temanggung, namely the principal who is fully responsible for assisting waka. curriculum, monitoring (follow-up) and seeing outputs that provide excellence in school academic quality.

- b) Measuring school performance

Researchers are able to provide documents to strengthen strategic management research in improving the quality of Islamic education including conducting teacher training, evaluating activity programs in the form of interest and talent programs as a reference for improvement in the field of process standards, vision and mission in schools. as evidence of achieving the quality of Islamic education.

- c) Taking corrective steps

SD Alkautsar Temanggung took corrective steps, namely reviewing the planning and implementation formulation process, adjusting to the development of learning facilities, and academic evaluation as an analysis of deficiencies in each quality of Islamic education that has been implemented. The improvement process is a very important activity in order to improve the quality of Islamic education. Islamic education quality system as a reference for continuous improvement. The quality of Islamic education provides a new atmosphere for schools in terms of responsibilities, procedures, and procedures for implementation.

### **3.2.2 Research Limitations**

Limitations include the limitations of the researcher's knowledge that can affect the results of existing research both in terms of theory and method. In addition, the researchers also experienced constraints in terms of time. The temporary and relatively short time makes this researcher temporary, meaning that if the research is carried out in different years, it is likely that there will be differences in strategic management in improving the quality of Islamic education because the situation faced each year is different.

## **4 Conclusion**

Based on the results of the research above, it can be concluded that strategic management in improving the quality of schools at SD Alkautsar Temanggung includes several activities, including: Strategic planning in improving the quality of schools at SD Alkautsar Temanggung includes several activities, namely the formulation of vision, mission, and goals, identifying internal and external factors using SWOT analysis,



determining superior strategies, short, medium, and long term planning. Outcome Indicators for Short-Term Programs 95%, Medium-Term Programs 96.6%, and Long-Term Programs 90%. Strategic planning in improving the quality of schools is carried out periodically and procedurally and is accompanied by several related parties who are part of the school. In the process of implementing strategic management produced by SD AlKautsar Temanggung, namely the school's efforts in providing programs related to community participation in schools, the culture of mutual cooperation and the performance of human resources. In evaluating strategic management, schools are supported by several activities as a basic reference for planning and implementation. A careful evaluation process is carried out by the school to try to correct previous mistakes carefully to realize good academic quality for the community. This system includes responsibilities, procedures and resources.

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