

DEVELOPMENT OF STRATEGIC ISSUES OF ISLAMIC RELIGIOUS COLLEGE

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Abstract:

This study aims to describe the development of strategic issues at STAI Miftahul Huda Subang based on an analysis of the stages of strategic plan management. This research belongs to the qualitative by using a case study approach (case study). The results showed that the strategic planning of STAI Miftahul Huda was carried out by assessing the strategic issues outlined in the Strategic Plan by conducting various internal and external analyses and relevant to the vision, mission, and goals that had been formulated. Then related to the study of strategic issues, conditions, and directions for the development of STAI, along with the ongoing industrialization process in the Subang area, it becomes an opportunity for institutions to provide the required human resources. In addition, the provision of a digital-based information system to maximize various academic service functions is an essential plan for institutional development, considering that scientific advances, especially in the field of technology and information, are a crucial issue in entering education management in the 4.0 era.

Keywords : *Development, Strategic Issues, higher education*

Abstrak:

Penelitian ini bertujuan mendeskripsikan pengembangan isu strategis STAI Miftahul Huda Subang berdasarkan analisis tahapan-tahapan manajemen rencana strategis. Penelitian ini termasuk ke dalam jenis kualitatif dengan menggunakan pendekatan studi kasus (*case study*). Hasil penelitian menunjukkan bahwa perencanaan strategis STAI Miftahul Huda dilaksanakan melalui pengkajian terhadap isu-isu strategis yang dituangkan pada Renstra dengan melakukan berbagai analisis baik dari sisi internal maupun eksternal dan relevan dengan visi, misi dan tujuan-tujuan yang telah dirumuskan. Kemudian berkaitan dengan analisis terhadap isu strategis, kondisi dan arah pengembangan STAI, bahwa seiring dengan proses industrialisasi yang sedang berlangsung di wilayah Subang, menjadi peluang bagi lembaga dalam penyediaan sumber daya manusia yang dibutuhkan. Selain itu penyediaan sistem informasi berbasis digital untuk memaksimalkan berbagai fungsi pelayanan akademik menjadi agenda penting bagi pengembangan institusi, mengingat kemajuan sains terutama di bidang teknologi dan informasi, menjadi isu penting dalam memasuki pengelolaan pendidikan di era 4.0.

Kata Kunci: *Pengembangan, Isu Strategis, Pendidikan Tinggi*

INTRODUCTION

One part of the management process for the management of educational institutions is to design and develop a strategic plan that becomes the basis and starting point for how related institutions are created with all the available resources and the implementation system implemented. In preparing the Strategic Plan of an organization, including educational institutions, something that is quite basic and important to note is analyzing several strategic issues to measure the extent of the strengths and weaknesses possessed by the institution to develop its institution. Therefore, strategic issues are crucial to be studied in preparing a strategic plan.

Among the many educational institutions at the tertiary level in Indonesia is Private Islamic Religious Colleges (PTKIS), both in universities, institutes, and high schools. The existence of PTKIS in the world of national education is one of the educational institutions that is considered to have competence in graduating graduates by the fields of study programs they manage, respectively. And among the PTKIS in Indonesia, one of them is the Miftahul Huda Subang Islamic High School (STAI). This high school is located in the Subang district of West Java province and is a religion-based high school with private status. Currently, STAI Miftahul Huda Subang has five study programs under its management, namely Islamic Religious Education (PAI), Islamic Family Law (HKI), Sharia Economics (ES), Madrasah Ibtidaiyah Teacher Education (PGMI), and Islamic Education for Children Early Childhood Education (PIAUD).

As an educational institution at the tertiary level, STAI Miftahul Huda Subang has essential documents related to management, such as the strategic plan document, which has been designed and compiled by the manager as a reference for the development of this university. The strategic plan was developed based on the vision of STAI Miftahul Huda Subang, which is the embodiment of the ideals to be achieved in the future by considering all its potential. However, the existence of the Strategic Plan has not been fully implemented optimally. Therefore, in its implementation, STAI Miftahul Huda Subang is still faced with several management problems, including *First* the lack of vigorous scientific writing activities carried out by lecturers in the form of books, journals, proceedings, etc. Lecturers as human resources are a force that must be built to deal with strategic issues developed by this higher education institution, namely in facing competition between universities both in the local, national and international areas. The lack of activeness of lecturers in writing scientific papers is a weakness about readiness to face competition issues that are built. *Second*, regarding strategic topics developed in the ongoing development of modernization and globalization, this institution has not yet fully responded to preparing an internet network-based educational service system. This resulted in the institution experiencing difficulties in adjusting to these developments. *Third*, institutions have not optimally carried out community service activities outside of actual work lectures carried out by students. This causes the institution to have not fully demonstrated its existence as a PTKIS that consistently practices the tri dharma of higher education. While

on the other hand, every higher education institution is obliged to respond to developments and needs that exist in society through innovative and quality Tridharma practices (Setiawati, 2012).

As explained earlier, the position of the Strategic Plan is an essential aspect for the development of an educational institution. Therefore the various elements formulated in the Strategic Plan must ideally accommodate all the needs for institutional development. Thus, an excellent strategic planning process must minimize the risk of errors in strategic decision-making (Bachtiar & Hasanah, 2017). In addition, strategic planning in education serves as a tool to direct educational activities to be effective and efficient (Nuraini, Suryadi, & Zulaikha, 2020). Thus, the essential thing in the Strategic Plan is to analyze various strategic issues relevant to the situation and conditions that occur in the internal and external environment of STAI Miftahul Huda Subang. Based on several topics mentioned above, this research focuses on describing strategic planning about the vision, mission, and objectives of STAI Miftahul Huda. And also to analyze strategic issues, conditions, and directions for the development of STAI Miftahul Huda Subang. Because it is in line with its objectives, the position of this research is more directed to the analytical framework from the strategic management point of view of the Strategic Plan that has been successfully prepared by STAI Miftahul Huda Subang, especially about the development of strategic issues contained in the Strategic Plan.

RESEARCH METHODS

This research is classified as a qualitative type with the method used as a case study or field research with a casuistic characteristic. This study uses the approach used in strategic management developed by Hunger and Wheelen about the critical stages for preparing a strategic plan, namely environmental analysis, strategy formulation, strategy implementation, and evaluation and control (Wheelen, 2012). This strategic management approach will be an analytical instrument for the strategic plan owned by STAI Miftahul Huda Subang. In addition, a SWOT analysis approach is used, namely Strong, Weakness, Opportunity, and Treat, which is used to see various potential strengths and weaknesses, opportunities, and challenges of the institution, both internally and externally (Darmawan and Arifani, 2016).

The data collection process was carried out using observation, interviews, and literature studies in this study. The primary data used in this research is the STAI Miftahul Huda Subang Strategic Plan document. The data analysis was carried out using a descriptive-analytic technique which was carried out by understanding the data that had been collected, then interpreting it and drawing conclusions as a result of the research. Operationally, the strategic plan document data and other supporting data are analyzed to get a complete picture of the research results and draw a credible conclusion.

RESULTS AND DISCUSSION

Strategic Planning in Relevance to the Vision, Mission, and Goals

Talking about strategic planning is part of a meaningful strategic management process as a framework in solving all the problems faced in an organization to continue to increase the competitiveness of the organization (Hefniy & Fairus, 2019). The main essence of strategic management is integrating the planning function with other management tasks (Nazarudin, 2020). In the strategic management discipline, strategic planning is principally part of the management function developed in the planning field (Permatasari, 2017). The planning function in management is seen as one aspect that has a close relationship with every other management function. This is because planning is comprehensive and contains all designs to be used as guidelines in carrying out all activities of an organization (Rusniati and Haq, 2014). Planning functions as a guide for activities, targets, and results in the future so that various activities carried out can run in a directed manner (Sulistyorini, 2014). Through the planning function, everything that will be done in the administration of educational institutions is formulated. A benchmark for success is determined through an evaluation system that has also been designed in the form of the planning function earlier. Likewise, strategic plans can practically contribute to institutional development by focusing on maintaining the vision and all the priorities associated with it (Kaye, 2005). In addition, it is necessary to understand that strategic planning in various stages and types will significantly affect the performance of higher education institutions in implementing education (Bakhit, 2017).

STAI Miftahul Huda Subang's strategic planning is substantially emphasized on various strategic aspects in the implementation and development of this high school. Therefore, in the Strategic Plan owned by STAI Miftahul Huda, several essential things that serve as guidelines for the direction of the development of this high school are to formulate the institution's vision, mission, and goals.

Questioning the vision, mission, and goals of STAI Miftahul Huda Subang illustrates the expectations to be achieved and the strategic steps that are taken to realize these expectations, which are then determined to become a vision, mission, and mission stated goals. The following is the vision, mission, and dreams of STAI Miftahul Huda Subang, as follows: "To become one of the leading, reliable, and dignified Private Islamic Religious Universities in the Purwakarta, Subang, and Karawang (Purwasuka) Regions in 2025." (Renstra STAI Miftahul Huda Subang, 2021).

Vision is a way of looking ahead that describes expectations or an ideal condition that occurs in an organization in the future. The vision can be said as the ideals for an organization to be achieved (Permatasari, 2017). In formulating a vision, one must have clarity, both in terms of the conditions to be expected in the future, the scope, and time. STAI Miftahul Huda Subang's idea seems to align with these principles. The typical situation is to become a leading, reliable and dignified Private Islamic Religious College. The scope of its territory is limited to an area zone called Purwasuka, namely Purwakarta, Subang, and

Karawang. The determination of the three regions is very likely to be realized, considering that this regional zone is still local and is limited to only three areas. Then for the specified period, it is up to 2025. Thus, the formulation of STAI Miftahul Huda's vision has clarity from various aspects that meet measurable criteria by determining the expected ideal conditions, scope, and timeframe formulated.

To realize this vision, STAI Miftahul Huda Subang formulated a mission as a form of concrete action that will be taken to realize the vision. The missions are as follows: a) To produce Islamic religious scholars who have stable faith, breadth of knowledge, spiritual depth, noble personality, and professional skills; b) Developing educational and teaching activities; research and community service in an innovative, dynamic, and creative way; c) Develop the center of Islamic knowledge and civilization and transform it for the progress of the people, society and nation of Indonesia; d) Improving the culture of academic quality. The mission is used to reference how this institution carries out its activities. The entire mission is a concrete step that will be taken to realize the vision that has been determined in the strategic planning. Therefore, the mission describes why the organization should do it (Permatasari, 2017). This means that the mission must contain the organization's actions to realize its vision. Suppose you look at the mission formulated by STAI Miftahul Huda Subang. In that case, several missions will be carried out to realize the vision of this high school, one of which is to produce scholars of the Islamic religion. This mission is the output of academic activities carried out for high school students by bringing them to Islamic religious education. According to the head of STAI, he explained that the graduates of Islamic studies produced by STAI Miftahul Huda Subang must have several advantages, namely stable aqidah, breadth of knowledge, spiritual depth, noble personality, and professional skills. In this aspect of professional skills, the graduates produced by the STAI Miftahul Huda institution have skills by the Islamic religious, scientific field contained in each study program, namely PAI, HKI, PIAUD, PGMI, and ES.

Apart from the vision and mission, an essential aspect in formulating a strategic plan for the development of an institution is the expected goals in describing that a vision has been achieved. STAI Miftahul Huda Subang sets its goals in the following aspects: First, the realization of educational resource management that can provide efficient and effective orderly academic and non-academic administrative services, education that has master's and doctoral qualifications, and specializes in academic competence that can improve quality. Graduate of. Second, the realization of satisfying services that can create an effective optimal learning atmosphere. Third, the availability of learning facilities that have a representative carrying capacity in developing student interests and talents. Fourth, creating an atmosphere of academic culture among educators and students in realizing the Tri Dharma of Higher Education (Renstra STAI Miftahul Huda, 2021).

The goals mentioned above are targeted to be achieved at the STAI Miftahul Huda Subang institution in describing the realization of the vision that has been set. Therefore, these various goals become legitimate for the completion of the vision of this institution. An educational institution's vision, mission, and goals cannot be separated from strategic planning (Silitonga, 2019). Therefore, the first aspect that must be included in the Renstra documentation is the vision, mission, and goals to be achieved by an organization. Vision, mission, and goals have a very close relationship. This relationship can be seen as follows: First, the vision explains what the organization is built for about how the organization is on the ideal side that is expected in the future; second, the mission describes how the activity or activities by providing impetus in which direction the organization will be brought and how to realize the vision; third, goals and objectives serve as guidelines for organizational orientation within a certain period (Permatasari, 2017). The pattern of this relationship provides an understanding that the vision, mission, and goals must be interrelated and describe an ideal condition in the future, the steps to be taken in realizing the situation, and the goal to identify that the desired shape is said to be achieved. Thus, the vision, mission, and goals are components that are mutually binding and related to each other. Therefore, the formulation of the vision, mission, and goals must have conformity to encourage the development of an organizational institution

Analysis of Strategic Issues, Conditions and Development Directions of STAI Miftahul Huda Subang

Among the essential things that must be done in exploring strategic issues is the existence of environmental assessments both from the internal and external sides of an institution to understand the developing phenomena and see the opportunities and challenges for the direction of the development of an institution. Therefore, understanding the issues that are developing into critical issues will benefit the formulation of an institutional development strategy. The formulation of this strategic issue is essential to do before the implementation of the system (strategy implementation), which is a process in which management realizes its design in the form of programs, procedures, and budgets that are by the strategic objectives and strategic missions that have been set (Nurhapna and Haksama, 2014).

At STAI Miftahul Huda Subang, several strategic issues raised in the strategic plan for the development of this institution are: First, the challenges of the ongoing globalization process, the rapid development of science and technology, and changes in the direction of education, especially for higher education. The impact of globalization is considered a challenge to increase the competitiveness of universities in adapting to the flow of globalization by providing quality education that is in demand by prospective students. In this aspect, all resources owned by the institution must be directed at efforts that have a positive correlation with readiness to face globalization issues that impact increasingly fierce competition among universities to improve the quality of each. One of the severe problems that are generally faced by every educational institution, including PTKIS, in meeting the challenges of

globalization is the readiness of their resources to make various adjustments to respond to the globalization issue. Moreover, when this problem collides with increasing competition between universities, it is not surprising that human resources' readiness to carry out strategic steps in responding to current conditions is essential, one of which is the activeness of lecturers as human resources in carrying out scientific writing activities. Especially in various reputable journals, it is considered very helpful for the adjustment of institutions in responding to globalization issues to increase the competitiveness of institutions. In addition, it should be noted that nowadays, scientific research and publications have become an essential concern for the development of an educational institution, especially at the tertiary level. Therefore, research programs and scientific publications are an integral part of the formulation of the STAI Miftahul Huda Subang Strategic Plan, considering that research activities are an inseparable part of the implementation of higher education about the practice of the Tri Dharma of Higher Education. Therefore, it is essential to formulate various programs that can encourage the institution's progress in research activities and scientific publications to prepare human resources who are prepared to face multiple challenges to improve the institution's quality and competitiveness.

To increase the activities of writing scientific publications for lecturers, it is necessary to encourage policies issued by the leadership that is strategically considered to maintain and improve the culture and academic climate in this high school environment. This policy can be seen as the institution's integrity in carrying out the institution's management seriously. In this case, Irawan (2019) said that integrity is related to intellectual virtue. The policy itself is a direction to carry out decision-making at the strategy formulation stage by implementing it. The goal is none other than to make the human resources of an institution make decisions and take actions that support the institution's mission, goals, and strategies (Wheelen, 2012). In this case, it can at least be interpreted that the policies issued by the management of a higher education institution reflect the expression of academic policies that have a relationship with efforts to maintain integrity in managing higher education institutions. This integrity then encourages all resources owned by an institution to take actions that lead to achieving the expected goals.

Second, another strategic issue raised in the strategic planning of STAI Miftahul Huda Subang is regarding the autonomy of education which is considered to still give priority to state-based education compared to the private sector, which has implications for the increasingly tough competition experienced by PTKIS in making efforts to improve the quality of academic administration. Moreover, PTKIS institutions are often faced with problems of lack of budget funds in implementing various activities. This is seen as a challenge that must be met to maintain the institution's existence.

To respond to strategic issues as stated above, the analysis carried out by STAI Miftahul Huda Subang on the challenges this institution face includes conducting an in-depth study of the weaknesses and strengths of STAI Miftahul Huda itself. In the face of global competition. On that basis, STAI Miftahul

Huda managed to identify several internal conditions of this institution, both in terms of strengths and weaknesses and steps that can be taken to increase strengths and reduce weaknesses. Among the strengths currently owned by STAI Miftahul Huda Subang are as follows; 1) the campus location is quite strategic and has opportunities for future development; 2) has the awareness to anticipate future developments and changes; 3) gradually willing to move towards professionalism through forms of self-evaluation; 4) have relatively good ability in team-working, and 5) have experience in managing resources independently. Meanwhile, among its weaknesses are; 1) campus development has not been integrated and takes into account various aspects, whether ideological, academic, managerial, aesthetic, or ecological; 2) calculations for various future developments are not based on information or data, concrete and accurate data; 3) aspects of good performance related to the learning process (lecturers, curriculum, methods, outputs, etc.) and those related to management (Internal Resources, finance, infrastructure) still require a lot of attention, 4) the quality of Internal Resources individually is still low; and 5) have not used many other sources outside of funds obtained from students, through various networks of cooperation (networking) (Renstra STAI Miftahul Huda, 2021).

If analyzed from the point of view of strategic management theory, what has been formulated by STAI Miftahul Huda Subang in the Strategic Plan owned by this institution which contains strategic issues for institutional development, is a managerial decision aimed at the long term or a specific period that has been determined. Determined because it is essential to conduct an environmental analysis both from the internal and external sides to serve as a strategic issue for the development of an institution. According to Hunger and Wheelen, four critical aspects cannot be separated from strategic management: environmental analysis, strategy formulation, implementation, evaluation, and control (Wheelen, 2012). These four aspects are interrelated and form a unity in the strategic management process. Therefore, formulating strategic issues by first analyzing the environment is an important point that cannot be abandoned. This view also emphasizes that strategic management is substantially studying the relationship between the organization and its environment, both internally and externally, to get a result regarding the expected state of the institution in the future (Kurnia, 2020). Therefore, what has been done by STAI Miftahul Huda Subang in formulating these strategic issues needs to be seen as a managerial step for optimizing the formulation of the Strategic Plan of this institution.

The important thing that also needs to be started from the results of the discussion on strategic issues, conditions, and directions for the development of an institution is the importance of conducting internal and external analysis first before implementing the strategy. This is done to discover the strengths, weaknesses, opportunities, and challenges. The analysis results can help develop goals, objectives, and techniques by the critical issues raised (Syahrul, 2017). These analytical approaches can be made with a Strength, Weakness, Opportunities, and Threats analysis, better known as SWOT analysis. The SWOT analysis identifies the strengths and positive factors that come from the

internal organization; internal weaknesses and negative aspects; opportunities or opportunities and advantages of external factors and threats or risks influenced by external factors of the organization (Darmawan dan Arifani, 2016). This analytical approach instrument provides a simple way to estimate the best way to implement the strategy by analyzing strengths, weaknesses, opportunities, and challenges (Andayani, 2019). This SWOT analysis approach can then be used to design an organization's systems and work programs (Rahim & Radjab, 2017). This analytical approach is usually used to find out various factors related to the condition of an organization by looking at its strengths and weaknesses and then being able to read the challenges and opportunities of an organization in the future.

Based on the description of the discussion above, it can be seen that the STAI Miftahul Huda Subang Strategic Plan contains various strategic management functions aimed at developing this higher education institution and in achieving ideal expectations for the progress of this institution. The preparation of the STAI Miftahul Huda Strategic Plan from the point of view of education management is a systematic and continuous process and decision-making that impacts the creation of an ideal condition for this institution in the future. Therefore, all activities are organized and determined by measuring results and providing feedback (Permatasari, 2017). Thus, the preparation of various programs in the administration of education, including higher education, should ideally refer to the strategic planning that has been set as a guide in realizing order and direction in its implementation so that it remains in line with the vision, mission, goals, and targets that have been set (Ampry, 2013). That is why strategic planning is essential for an organizational institution, including higher education institutions.

What has been formulated in the strategic planning of STAI Miftahul Huda Subang, in general, it can be seen that it has been able to carry out strategic management functions in it, starting from conducting environmental analysis, strategy formulation, which includes the formulation of the vision, mission, objectives, implementation, evaluation, and assessment. These steps are in line with the stages that theoretically must be carried out in the management of strategic management, which include: conducting an internal environmental analysis, analyzing the external environment, developing a clear vision and mission, setting company goals and objectives, formulating strategic options and choose the right strategy, and determine the control (Hubais and Najib, 2014). These stages, in the strategic planning of STAI Miftahul Huda Subang, can be analyzed through the structure contained in the strategic plan of the institution and can be identified from the existence of an internal and external environmental analysis process carried out by the institution, then also from the results of the ecological analysis developed into long-term planning through strategy formulation which also includes the vision, mission, and goals of the institution, developing strategies into various program activities and policy direction (Wheelen, 2012). Seeing these different descriptions, the preparation of strategic planning seems to have many benefits for an organizational institution that is a forward-oriented tool by considering various

aspects of the strategic environment (Permatasari, 2017). This aspect of the strategic environment is then formulated into a strategic issue developed by the institution in preparing itself to face all opportunities and challenges for the institution's future development. Therefore, the step of implementing strategic planning as part of efforts to meet customer needs by trying to do an excellent introduction to external conditions and internal strengthening to encourage the improvement of institutional policies that can bring the institution closer to the community that uses education services, the government, the world of work, and the community as a whole. Broad, becomes an essential thing (Syahrul, 2017). Therefore, the education process from various sides must be oriented to the community as the crucial aspect in implementing education in the higher education environment (Akyel et al., 2012). Thus, everything that is going on in the community must be responded to optimally by the institution in conducting strategic planning.

Looking at the STAI Miftahul Huda Subang Strategic Plan, one of the things that need to get a lot of attention is the formulated strategic issues. Although the Strategic Plan has presented several materials that have been raised as strategic issues, an analysis of the environment, especially from the external side, still needs to be explored further. Based on the existing Strategic Plan, the study of the external environment carried out by this institution is only focused on the challenges of globalization and competition between universities, especially about competition between private universities and state universities which are considered not optimal for private universities in terms of getting support. Budget from the government compared to state universities. The environmental analysis is still universal and is generally experienced by every private university as one of the private higher education institutions located in the Subang district; formulating strategic issues by looking at the developments being experienced by the surrounding area is an important thing to do, especially since STAI Miftahul Huda has been around for a long time and is considered the oldest when compared to religious universities. Islam in this region. Based on the narrative of the head of STAI Miftahul Huda Subang, information was obtained that this institution had been established in 1988. With the age of this institution as the most senior institution at an Islamic religious high school in the Subang area, STAI Miftahul Huda has sufficient experience in carrying out the management process of higher education. This. In addition, along with the developments experienced by the Subang region towards the development of industrial areas, it is an opportunity that STAI Miftahul Huda Subang must also analyze in making it a chance to provide the human resources needed by the development of this region.

Then the issue of the readiness of human resources who can respond to the times, especially in writing reputable scientific papers, is one of the efforts that can be done in facing the challenges of competition between universities. The problem of lecturers as human resources is one of the modalities for developing a higher education institution. Therefore, academic regulations that are oriented towards providing a stimulant for the improvement of scientific writing activities by lecturers are necessary to maximize the implementation of

the human resource management function.

Another support that also needs to be considered for institutions in developing STAI Miftahul Huda is to build information systems and information techniques that are deemed capable of providing good enough support for the strategic plan for an institution as a whole (Silanegara and Nurhidayat, 2011). The development of this information system today is a must for every university in carrying out the management functions of the institution it manages. This is a tangible manifestation of the unavoidable development of the science and information technology world where the current product has entered the 4.0 era. All digital-based. This situation requires all education stakeholders to use information-technology-based information systems to support better education (Fajrussalam et al., 2020). The use of information technology for any modern organization is a must because it will significantly assist management in managing and achieving organizational goals (Yani & Mardiyanto, 2019). The availability of academic services, learning systems, and so on must involve using information systems as a form of adjustment to the times. Therefore, the readiness of educational institutions, including STAI Miftahul Huda as PTKIS, to build an internet network-based educational service system is unavoidable to maintain the institution's existence in the current era.

CONCLUSION

The strategic planning carried out by STAI Miftahul Huda is an integral part of the development of this institution as a higher education institution through strategic management stages which contain various materials regarding the management of higher education institutions. From the results of the formulation of the STAI Miftahul Huda Subang Strategic Plan, that this institution has succeeded in compiling the strategic issues outlined in the Strategic Plan by conducting various analyzes both internally and externally and relevant to the vision, mission, and goals that this institution has formulated. Then from the results of the analysis of various strategic issues, conditions, and directions for the development of STAI Miftahul Huda, it was found that among the things that need attention is conducting a study on the development of the situation in the Subang area as the location of this university is where Subang is currently heading to an industrial area as an opportunity. This institution provides the human resources needed to respond to current developments. Then the increase in scientific writing activities for lecturers as a strategic step in facing competition between universities amid globalization issues is a clear plan that must be carried out to meet the challenges of competition. In addition, advances in science and technology, which have entered the 4.0 era, need to be a concern in analyzing the external environment and formulating strategic issues where the availability of adequate information systems for digital-based academic services is by the times and can be used to support various management functions. Management of institutions such as educational services, development of learning systems, and so on will encourage institutional development.

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