

A Strategic Plan for High Quality and Effective Madrasah Management in Realized Quality Superior Education

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Abstract:

This research for analyze role Plan Strategic (Renstra) management of quality and effective madrasahs in realize education superior and quality. Focus study directed towards harmony planning strategic with madrasah vision, implementation principle guarantee quality, and its achievement to improvement performance institution education. The research method used is approach qualitative with design studies descriptive-analytical, through technique data collection in the form of interviews, observations, and studies documentation to document Strategic plan and practice madrasah management. Research results show that The strategic plan that was prepared in a way participatory, data driven, and integrated with cycle guarantee quality sustainable capable increase effectiveness madrasah management, strengthening culture quality, and push achievement standard education optimally However however, still found constraints on aspects consistency implementation and monitoring of evaluation. Implications study This confirm that strengthening capacity managerial, commitment leadership, and optimization evaluation sustainable become factor key in ensure Strategic Plan as instrument sustainable strategy For realize superior and quality madrasa education.

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INTRODUCTION

In a way theoretical, Plan Strategic (Renstra) madrasah management is understood as instrument main for direct management institution education to run effective, measurable and sustainable in reach quality education superior (Rani et al., 2025). In theory management strategic education confirm that Strategic Plan must



arranged based analysis needs, quality data, and integrated with system guarantee internal quality. The underlying reasons view This is that planning strategic functioning as map a surefire road map every program and policy own clear direction, indicators, and achievement targets. However conditions on the ground show existence gap between the ideal concept with practice factual in many madrasas, where Renstra often only nature administrative, not yet fully become guidelines operational in taking decision managerial (Novianti et al., 2025). Conditions This result in implementation of the madrasah program tends to reactive, no sustainable, and less impact directly on the increase quality education. The conclusion This show that the main problem No lies in the absence Renstra, but rather on quality preparation, implementation, and control Strategic Plan in practice madrasa management (Baharun, 2024).

The gap between theory and practice is also reflected in condition real madrasah management at the level unit education, including at MTs Hikmatul Hasanah Leces. The findings that emerged from observation beginning show that the madrasa has own document Strategic Plan as condition institutional, however its utilization in the process of program planning, budgeting, and evaluation Not yet fully optimal. The reasons behind this condition This including limitations understanding managerial, minimal involvement stakeholders interests, as well as Not yet strong culture quality in the madrasa environment. Conditions can seen from Not yet consistency relatedness between vision and mission of the madrasah with work programs annual, as well as weak monitoring and evaluation to achievements Renstra. As a result various improvement programs quality walk partial and not yet fully achievement oriented education sustainable excellence. Conclusion from condition This confirm that MTs Hikmatul Hasanah Leces need strengthening Strategic Plan as instrument strategic that is not only written, but truly live and implemented in the entire madrasah management process.

Various study previously has study role planning strategic in improvement quality education. Findings main from results research previously show that Effective strategic plan contribute significant to improvement performance institutions, good governance, and achievement standard National Education (Mundiri, 2024). Strong reasons from findings the is Because Strategic Plan capable synergize vision leadership, policy institutional and stakeholder needs in One framework strategic. The conclusion of research the generally highlight success school or madrasas that implement management based quality and planning term medium in a way consistent (Mundiri et al., 2021). However Thus the findings from study the library also reveals that part big study Still nature general, not yet in a way specific study effectiveness Strategic Plan in private madrasah context with characteristics social and institutional certain. Therefore that, position study This is complete gap the with focus on practice Strategic Plan Madrasah management at MTs Hikmatul Hasanah Leces as context more empirical specific and contextual.

Novelty study This lies in the approach analysis Madrasah strategic plan as instrument strategic matters under review No only from aspect planning, but also from effectiveness implementation and contribution to creation education superior quality. Findings novelty This emphasize integration between Renstra, practice management

daily, and culture Madrasah quality. Reason why aspect This important is Because success Renstra is very much determined by the extent to which the document the internalized by all madrasa residents (Muali & Rohman, 2023). Evidence shows that Still A little research that is deep study connection between Strategic plan and effectiveness madrasah management in context real local research This present analysis based reality the field at MTs Hikmatul Hasanah Leces, so that produce contextual and applicable findings. Conclusion of this novelty is that study No only nature descriptive, but also provides understanding new about How Strategic Plan can optimized as instrument driving force quality madrasa education.

Based on background behind mentioned, the main point the purpose of this article is study in a way deep How Strategic Plan quality and effective madrasa management can realize education superior and quality at MTs Hikmatul Hasanah Leces. This goal formulated in form question research, namely how quality planning Madrasah strategic plan, how its implementation in practice management, and the extent of its effectiveness in support improvement quality education? Reason for submission question This is existence need for understand gap between planning and implementation in a way comprehensive. Initial evidence show that the success of a superior madrasah is largely determined by consistency management strategically implemented. As for the arguments temporary study This state that the strategic plan that was prepared in a way participatory, based on quality data, and implemented in a way consistent will contribute significant to improvement quality management and results madrasah education. Conclusion from argument This will tested through study field for produce recommendation strategic for development sustainable madrasa management.

RESEARCH METHOD

Study This use approach qualitative with design studies case. Approach qualitative chosen Because this study for understand in a way deep phenomenon management Plan Strategic (Renstra) management of madrasahs in context real. Grounded research is used for digging up empirical data in a way direct from field and build understanding conceptual based on emerging findings during the research process. With design this, researcher No only test the concept that has been there is, but it is also possible emergence categories, patterns, and relationships new related effectiveness Strategic Plan in realize education superior and quality in madrasahs (Abdussamad & Sik, 2021).

Research location This is MTs Hikmatul Hasanah Leces. The election location based on several considerations. First, this madrasah has own document Strategic Plan as part from system management Institutional. Second, MTs Hikmatul Hasanah Leces show commitment to improvement quality education, good from aspect academic and managerial. Third, this madrasah own representative characteristics as a private madrasah that faces challenge in implement Strategic Plan in a way effective. Therefore that, location This assessed relevant for study in a way deep practice management strategic and its contribution to achievement education superior and quality.

Source information in study This consists of on respondents and informants. Respondents covering parties involved direct in preparation and implementation Madrasah strategic plan, such as head of madrasah, deputy head of madrasah, and team management. Informant study includes teachers, staff education , as well as other parties who understand implementation of madrasah programs and impacts Strategic Plan to activity learning and management. Selection respondents and informants done purposively, with consider involvement, experience, and knowledge they to object study.

Data collection was carried out through observation and interviews. Observation used for observe in a way direct practice madrasah management, implementation of work programs, and relatedness between Strategic plan and activities operational. Interview done in a way in-depth and semi structured for dig views, experiences, and perceptions respondents as well as informant related preparation, implementation, and evaluation Renstra. This process allows researchers obtain rich, in depth and contextual data in accordance with objective study.

Data analysis was performed through a number of stages, namely data reduction, data presentation, and data extraction conclusion as well as data verification. Verification done with method triangulation sources and techniques for ensure data validity. The analysis method used is analysis content, namely examine in a way systematic results interviews, notes observation and documents related Strategic Plan for identify themes, patterns, and relevant meanings. Results of the analysis This become base in formulate findings research and interesting conclusion about effectiveness Strategic Plan madrasah management in realize education superior and quality (Ash-Shiddiqi et al., 2025).

RESULT AND DISCUSSION

Result

Planning Madrasah Strategic Plan Based on Vision, Mission, and Quality Analysis

Planning Madrasah Strategic Plan Based on Vision, Mission, and Quality Analysis in study This interpreted as a drafting process plan strategic madrasah that makes vision and mission as direction main development institutions, as well as supported by analysis condition internal quality of the madrasah. In general field operations, planning Strategic Plan shown through existence document official which contains formulation madrasah vision and mission, goals strategic, priority programs, and description condition madrasah quality based on evaluation previously. Analysis quality covers mapping strengths, weaknesses, opportunities and challenges of madrasahs in aspect academic, sources Power humans and means infrastructure. Sub- findings This emphasize that planning Strategic Plan No only nature administrative, but functioning as runway taking decision managerial for improvement quality and achievement education superior quality (Jannah, 2022).

Interview results with informant first, namely the head of the madrasah, shows that compilation Strategic Plan done with referring to the vision and mission of the madrasah as guidelines main direction development. Informant state that every strategic program designed to be in line with the ideals of the madrasah in produce

graduates who excel and have character. Meanwhile that, informant second, namely the deputy head of the madrasah for the field curriculum, revealing that analysis quality has done through evaluation of previous programs and results evaluation teacher performance, although Not yet all of it documented in a way detailed. Based on these data, researchers interpret that the madrasa has own awareness conceptual about importance vision, mission, and analysis quality in planning Renstra. However, the implementation of analysis quality Still nature normative and not yet fully based measurable indicators.

Observation results show that document Strategic Plan available and used as reference in preparation of madrasa work programs. Researchers find existence relatedness between vision and mission with priority programs, such as strengthening learning and development teacher competence. However thus, in in practice no all listed programs in Strategic Plan accompanied by with clear quality targets and indicators measurable success. In addition, the involvement of teachers and other educational staff education in the analysis process quality Still limited to the stage socialization. Based on findings said, researchers interpret that planning Strategic Plan has walk in a way structural, but Not yet fully reflect planning participatory and control oriented quality data based quality sustainable.

Based on results interviews and observations, can stated return that planning The madrasah strategic plan has arranged with make vision and mission as direction strategic main. Analysis quality has done as base planning, but Still nature common and not yet utilized optimally for set priority strategic and indicators achievements. In other words, the Madrasah Strategic Plan has fulfil formal aspects of planning, but Not yet fully functioning as instrument controller data based and sustainable quality. Statement This intended for clarify that strength planning lies in harmony vision mission, whereas his weaknesses located at depth analysis quality and measurement achievements.

Emerging data patterns show that planning Madrasah strategic plans tend to conformity oriented normative with vision and mission institution, however Not yet fully cycle based analysis comprehensive quality (Baharun, 2024). This pattern show domination top-down approach in planning, with involvement limited from madrasa residents at the stage analysis quality. In addition, there are pattern imbalance between formulation strategic and indicators operational, where the goal is strategic Not yet always followed by clear quality targets. This pattern show the need strengthening planning Renstra to be more participatory, data driven, and achievement oriented education superior and quality in a way sustainable.

Implementation Strategic Plan in Management Madrasah Management

Results of the study documentation show that implementation The strategic plan at the madrasa has explained to in various document operational, such as work programs annual plan madrasah activities and budget, as well as distribution task structural. Documents the show existence madrasah's efforts to translate objective strategic Strategic Plan to in activity more managerial concrete. Implementation Strategic Plan reflected in the management curriculum, development source Power

humans, as well as management facilities and infrastructure. However so no all operational programs in a way explicit referring to the strategic targets stated in Strategic Plan. Several activity Still routine and administrative in nature, not yet fully show relatedness direct with target planned quality. Findings This indicates that although Strategic Plan has used as formal reference, level consistency between planning strategic and implementation madrasah management is still varies (Baharun et al., 2024).

For clarify implementation Strategic Plan in management madrasah management, results documentation summarized in table following.

Table 1. Aspect Management Proof of Implementation in Document

| Aspect Management | Proof of Implementation in Document | Information |
|--------------------------|--|-------------------------------------|
| Curriculum | Work program annual | Referring to the vision and mission |
| HR | Plan teacher development | Not yet measured fully |
| Infrastructure | Plan procurement | Customized budget |
| Finance | RKAM | Referring to Strategic Plan |
| Governance | distribution decree task | Characteristic structural |

The table show that Strategic Plan has integrated to in various aspect management madrasah management. However, the relationship between implementation programs with indicator success Strategic Plan Not yet fully consistent. This is signify that implementation Strategic Plan more strong in aspects administrative compared to aspect control quality and evaluation achievements strategic.

Based on results documentation said, researchers interpret that implementation Strategic Plan in management madrasah management has walk in a way structural and procedural. Strategic Plan used as document references in work program preparation and management source power. However, the implementation the Not yet fully oriented towards achieving measurable quality targets. Restatement of findings This confirm that Strategic Plan has functioning as guidelines administrative in madrasa management, but not optimal as tool controller strategic. With Thus, the implementation Strategic Plan Still need strengthening in matter consistency translation objective strategic to in indicator operational and evaluation performance managerial.

Emerging data patterns from results documentation show that implementation Strategic Plan tend linear and administrative in nature. Renstra made into base compilation document derivatives, however Not yet fully directing the decision making process decision managerial in a way dynamic. Another visible pattern is dominant approach routine, where activities management more emphasize the implementation of annual programs compared to achievement target strategic term intermediate. Apart from that, there are pattern gap between planning and implementation, especially in the aspects measurement achievements quality. This pattern indicates that implementation Strategic Plan need mechanism better control and evaluation

systematically to be able to functioning as instrument main in realize management effective and student oriented madrasah management quality.

Contribution Strategic Plan to Improving the Quality and Excellence of Madrasah Education

Contribution Strategic Plan to improvement quality and excellence madrasa education in study This defined as to what extent is the implementation plan strategic madrasah provides impact real to quality management education and the results achieved by the madrasah. In general field operations, contributions the shown through improvement quality of learning process, reinforcement competence educators and staff education, organized system management, as well as emergence the advantages of a good madrasah in aspect academic and non-academic. Strategic Plan understood No just document planning, but as instrument strategic direction of improvement programs quality in a way sustainable (Helmawati et al., 2023). With Thus, sub findings This emphasize on interconnectedness between objective strategic in Strategic Plan with change quality education experienced by madrasa residents.

Interview results with informant first, namely the head of the madrasah, shows that implementation Strategic Plan has assisting madrasahs in determine priority improvement programs quality, especially in strengthening learning and coaching character participant educate. Informant state that direction development of madrasahs into more planned and focused compared to previously. Informant second, namely one of the senior teachers, said that existence Strategic Plan give clarity objective in implementation activity learning and development teacher self. Based on statement second informant said, researchers interpret that Strategic Plan contribute positive in create similarities direction and commitment together to quality education. However, the contribution the Still felt more strong in aspects planning compared to the measurements results in a way systematic.

Observation results show existence change positive in management of madrasahs in line with with direction Renstra, such as organized learning programs, increasing discipline implementation activities, as well as the emergence of superior madrasa programs (Fawaid et al., 2025). Researchers also observed that activity development teacher competency starts done in a way planned and sustainable. However Thus, observations in the field show that the excellence of the madrasah achieved Not yet fully documented and evaluated in a way systematic as part from achievements Strategic Plan. Based on findings this, researcher interpret that contribution Strategic Plan to improvement quality has seen in a way real, but Not yet balanced with system evaluation capable performance measure superiority education in a way objective and sustainable (Thohir & Baharun, 2024).

Based on results interviews and observations, can confirmed return that Strategic Plan give contribution to improvement quality and excellence madrasa education through strengthening direction policy, program planning, and management learning. Contribution the looks in increasing regularity management and the emergence of programs that support excellence of madrasah. However, the contribution Strategic Plan Still nature qualitative and not yet fully measurable through

indicator clear quality. With Thus, Renstra has functioning as driver improvement quality, but not optimal as tool controllers and meters superiority madrasa education.

Emerging data patterns show that contribution Strategic Plan to quality more madrasa education dominant in aspects planning and organizing programs, while the impact to measurement results and advantages competitive madrasahs are still limited (Iman et al., 2025). Another visible pattern is existence improvement awareness madrasa residents towards importance quality and direction development institutions, although not yet followed with system strong evaluation. This pattern indicates that Strategic Plan play a role as unifier direction and commitment quality, but need strengthening the aspects of monitoring, evaluation and determination indicator achievement for excellence madrasa education can measured and improved in a way sustainable (Zulkarnain et al., 2024).

Research results at MTs Hikmatul Hasanah Leces show that Strategic Plan madrasah management has arranged with referring to the vision and mission institution as direction development quality education. Findings This in line with literature management strategic education that affirms that planning strategic functioning as instrument alignment between objective organization and work programs institution education. However thus, as also found in various study empirical, Strategic Plan at MTs Hikmatul Hasanah Leces Still tend positioned as formal administrative documents. The difference between theory and practice This show that although framework planning has in accordance with ideal concept, function strategic Strategic Plan as tool controller quality Not yet fully optimal. The implication is that the Strategic Plan Not yet in a way maximum push transformation quality education in a way measurable and sustainable.

Implementation Strategic Plan at MTs Hikmatul Hasanah Leces has translated to in the work program annual, management curriculum, as well as arrangement duties and functions managerial. Findings This in line with results study previously stated that Strategic Plan capable strengthen regularity of governance and clarity direction madrasah policy (Mukhlisin, 2020). However, it is different with research that emphasizes importance indicator performance and evaluation data driven, implementation Strategic Plan at MTs Hikmatul Hasanah Leces Still show limitations in aspects measurement achievements quality. Implications from difference This is decrease Power push Strategic Plan in produce improvement quality that can measured in a way objective, so that function strategic Not yet fully optimal.

DISCUSSION

Research result show that Strategic Plan at MTs Hikmatul Hasanah Leces contribute to the improvement harmony direction madrasah management and strengthening awareness quality among madrasa residents. Function Strategic Plan seen in orderly program planning and emergence initiative improvement quality learning. However, the contribution the Not yet fully produce superiority measurable and sustainable education. Dysfunction appear when Strategic Plan No supported by a strong monitoring and evaluation system. Implications in practice, the increase quality that occurs tend nature qualitative and not yet documented in a way systematic.

Condition implementation Strategic Plan at MTs Hikmatul Hasanah Leces influenced by structure madrasah management which is still put planning as obligation administrative. Literature guarantee quality education emphasize importance cycle repair sustainable as structure connecting base planning, implementation, evaluation, and improvement (Kautsar & Julaiha, 2023). Findings study This show that structure the Not yet running optimally at MTs Hikmatul Hasanah Leces. As a result, the analysis quality Not yet fully become base taking decision strategic, so that connection cause and effect between Strategic plan and improvement quality become weak.

In a way theoretical, research This strengthen view that effectiveness Strategic Plan No only determined by quality document, but by its integration with system guarantee quality and culture organization. In general practical implications for MTs Hikmatul Hasanah Leces is the need strengthening capacity managerial head of madrasah and team developer Renstra, in particular in analysis quality data based, determination indicator performance, as well as evaluation sustainable. With Thus, Renstra can functioning optimally as instrument strategic in realize education superior and quality in a way sustainable.

CONCLUSION

Findings most important from study about Strategic Plan Quality and Effective Madrasah Management in Realizing Excellent Education Quality show that Strategic Plan own role strategic as instrument director madrasah management if arranged based vision, mission, and analysis quality as well as implemented in a way consistent. The main lesson learned from study This is that quality Strategic Plan No lies in the completeness document, but rather on its capabilities move the entire madrasah management process towards culture sustainable quality. Research This confirm that without integration Strategic Plan with practice managerial daily, monitoring, and evaluation data based, Renstra potential lost function strategic and only become document administrative. Therefore that, a quality Renstra demand commitment leadership, participation madrasa residents, and the system guarantee running quality in a way sustainable.

Strength the main point of this article lies in its contribution in enrich study management Islamic education, in particular related planning strategic madrasah. In science, research This update perspective with put Strategic Plan No only as document planning, but as instrument analyzed strategic from aspect planning, implementation, and contribution to quality as well as superiority education. From the side methodological, use approach qualitative studies case give deep and contextual understanding about practice Renstra in madrasah. In addition, research This integrate variables management strategic with draft guarantee quality education, so that produce framework more analysis comprehensive and applicable for development madrasah policy. Study This own a number of limitations, especially Because done on one location research, so that findings Not yet can generalized in a way wide to all madrasahs with different characteristics. In addition, research This Not yet accommodate variation respondents based on gender, age, and background behind experience in a way more deep. From the side method, approach qualitative studies

case give depth of data, but Not yet give description quantitative about level effectiveness Renstra. Therefore that, research advanced required with coverage more locations extensive, involving variation more respondents diverse, as well as use method survey or approach mixed methods research advanced the expected can produce more findings comprehensive and become base formulation policy better madrasa management appropriate useful and improvement oriented quality education in a way sustainable.

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