The Importance of Strategic Planning With Modern Trends in Education

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ARTICLE INFO	ABSTRACT
	This study analyzes strategic planning in the educational environment that can contribute to changes in the quality of education tailored to the needs and progress of the times and current trends. The main objective of this research is to study strategic management and strategic planning in the educational environment to improve the quality of education in modern trends. This research is literature research or data collection exploring the research object through several library information studies. Strategic planning is a vital method for educational institutions to succeed and thrive. This can become more significant at the start or extension of learning in a program. With strategic planning, an educational institution, taking into account relevant internal and external environmental factors, can be better prepared to assess and set long-term directions and develop and implement strategies to achieve long-term goals. The process includes a series of organizational activities that begin with the concept of organizational goals and strategic goals.

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1. INTRODUCTION

The current era has shown a decline in the code of ethics, morals, and character of the nation's children. One of the main contributing factors is the influence of globalization. The problem of globalization is an important thing to follow up because it is a 21st-century trend that has a powerful effect on the life and education sectors. In addition, the world is busy facing the new challenges of the COVID-19 pandemic, which has recently demanded a change in education. The role of teaching is significant in today's era. Without going through education, the transformation and actualization of modern knowledge are difficult to realize. The increasing quality of education in Indonesia can improve the quality of human resources in Indonesia.

A country that wins the competition in the era of globalization is a country that can have the ability to manage and empower human resources. The world must inevitably be alert to changes in the education system, one of which is science and technology (Ismail, 2021). The progress of a nation can be seen from the growth of education in its society. That shows that education plays a significant role

in a country. Teaching in a nation anywhere in the world is often likened to a sign of strength, honour, and greatness. At the global level, the main goal is new developments in the educational process to create optimal individual personality through access to universal, quality and sustainable learning. This is the case in developed countries like Europe and developing countries like India, which is promoting sustainable education with the Sustainable Development Targets for 2030, calling for ensuring that all complete primary and secondary education and providing equitable access to technical vocational education. Quality vocational education for all. To ensure a whole and prosperous life for all individuals and sustainable growth, quality education and lifelong learning opportunities are essential (Baranwal, S., Khandelwal, S., & Arora, 2019) growth and the need for education in Indonesia continues to decline, this can be seen in the results of the PISA score in 2018, where Indonesia was ranked sixth from the bottom with an average IPA score of 396, while the average PISA IPA obtained by OECD countries is 489 (Kemendigbud, 2019). Based on these data, it can be seen that education in Indonesia still has a low average compared to other countries. One of the causes of the low quality of education in Indonesia is the limited ability of schools to carry out strategic planning.

The 21st century is a rapid industrial development where advances in science and technology continue to develop and compete in the current era. These advances and developments require humans to take full advantage of various technological applications that can enable changes in thinking, acting, and even changing the shape and pattern of human life. The 21st century is a century of rapid industrial development supported by advances in science and technology. These advances and developments demand that humans take advantage of various technological applications to change the way of thinking, and acting, and even changing the shape and pattern of human life. In facing this challenge, educational institutions are urgently needed to provide encouragement, guidance and facilities for students to acquire knowledge and skills in using technology (Ismail, 2021).

The use of technology in the current era is very influential on the success of the educational process. Still, the demands for the benefit of technology in learning during the Covid-19 pandemic have not been able to meet the needs and demands for online learning. The low mastery of technology by teachers and administrative staff is a problem with the quality of human resources, unequal ability to use technology, and unequal economics in providing technology-based learning devices such as gadgets, laptops, and Android phones) and a network facility that hasn't spread anywhere. During the Covid-19 pandemic, education requires several aspects of readiness, especially in terms of the desire of teachers and students to undergo online learning, in addition to the availability of internet facilities and networks, Deming and Philip B. Crosby, as quoted by (Nasution, 2004; Sallis, 2012) In the face of 21st-century opposition in the low quality of education in Indonesia and facing the challenges of the COVID-19 pandemic, education must continue to develop dynamically and provide competency-based education. The agility of changing the education system requires a swift and courageous response in facing the global need for high-quality education, training and research in a timely and remote manner.

In this case, education providers are also expected to respond to the needs of community growth. The government has issued a policy that can be used as a reference in implementing education, namely legislation. Number 19 2005 of the Government of the Republic of Indonesia on National Education Standards contains eight education standards set by Indonesia: content, process, accountability, advisory and predictive standards, management, evaluation, and graduate competence (Budi, 2018: 130). Continuing education standards must emphasise quality as a sign of being ready to face the test of time. Education quality standards must be directed at multipurpose development in the production process of health education, which can positively impact the growth of individuals and the nation (Oyewole, 2016). The education system must ensure equal distribution of educational opportunities, improve quality and relevance, and manage efficiency. This is to deal with the pressures

of changing ethnic life locally and globally. Therefore, educational changes must be prepared and targeted.

Education as it stands today. The educational system and the teaching and learning goals frequently undergo major modifications to improve the system's organisation and effectiveness and make it beneficial for social growth in response to the scientific and technical-technological phases. Therefore, strategic planning in education is crucial and is widely acknowledged to having the greatest capacity to affect the achievements of educational institutions worldwide. Strategic planning is all about long-term plans that are well-organized to achieve their objectives. Achieving organisational goals depends critically on both the quality of strategic planning and the effectiveness with which it is implemented. (Haq, 2014) as stated by (Kerzner, 2001), strategic planning is a method for predicting an organization's long-term requirements through careful management of existing situations. At the same time, the strategic plan is a planning guide utilised by the organisation to get where it wants to go in the next five to 10 years based on how things are right now.

Based on the results of previous studies regarding the implications of strategic planning in a university, it was found that strategic planning has a significant influence where strategic planning helps design the future and can make the institution successful in maintaining its identity, image, and reputation. Therefore, it is beneficial for an institution to implement strategic planning to find a broad strategy to set strategic goals and objectives (Housawi, 2020). Strategic planning has a vital role in the success of an educational institution. With strategic planning, an institution can analyze and predict the future. It is also helpful in helping to develop and maintain an institution to be able to compete competitively.With modern educational trends, education can provide innovation and academic renewal needed to meet the 21st-century education system that can adapt to technological, social and scientific developments. Strategic planning is also required for the 21st-century education trend where with strategic planning, an educational institution can manage a condition to project conditions in the future. Developing trends and innovations in education are usually thought of as introducing something new and valuable, such as teaching new methods, techniques, practices, or new or modified products and services. Schools or teacher education institutions can innovate or experiment in all aspects of their work related to the teaching and learning process, training or school management to increase the institution's efficiency in solving the daily problems and difficulties (Manju., 2017).

2.   METHODS

The research method used in this research is the method of library research. Literature research categorizes library research both in terms of methodology and subject. This work thus provides a categorization of literature research in terms of methods and matter (Connaway, 2010: 17). Where other types of research may fall short in terms of efficiency, comprehensiveness, or relevance, library research will have more research opinions, higher quality, and more efficient research than other types of research. A literature review is a methodical approach to the study and discussion of previously published works. (Snyder, 2019). The research procedure in this study is used to develop the concept of Strategic Planning obtained from various literature studies, which can later provide insight for the institution or institution in implementing strategic planning in educational institutions. This agrees with (Schaffner, 2011). The preparation of this concept consists of several steps adopted according to Kuhlthau (2002 in Mirzaqon. T, 2017), namely 1) Topic Selection, 2) Information exploration, 3) Determining research focus, 4) Data source collection, 5) Data presentation preparation, 6) Preparation of reports/concepts.

The subjects in this study are special terms or phrases that are used consistently "Strategic Planning" to describe books or journal articles and other library databases. The data collection technique and instrument in this research is documentation, which looks for data from the study of

library information (books, encyclopedias, scientific journals, newspapers, magazines and documents) by using keyword searches according to the focus topic to be raised in this article. , this is useful for making it practical and finding relevant information. The data analysis technique used is the analysis method (content analysis). This analysis is used to obtain valid data and can be re-examined based on the context (S. Rachman, 2019). In this analytical technique, the process of selecting, comparing, combining, and sorting from various meanings is carried out until the relevant theory is found (Merbaguna. 2005 in Mirzaqon. T, 2017).

3. FINDINGS AND DISCUSSION

No school district stands out without a plan for the long term. So that strategic planning could be used, school areas were built in a certain way. Education is getting worse because of many things, including the fact that many schools don't plan their programmes well. A lot of schools don't think about their goals or how to reach them. Through strategic planning, this is thought to be able to show schools how to reach their goals in an effective way. (Sorenson, 2018).

Strategic planning is present in education as a potential alternative to improve a proactive attitude in an environment of high competitiveness and fluctuating, inconsistent financing and high accountability, including improvement in accreditation standards (Albon., 2016: 208). Strategic management is the finalization and implementation of the strategic plan and measurement and evaluation. Strategic planning is defined as a process in which an organization determines and sets a long-term direction and formulates and implements a strategy to achieve long-term goals by considering relevant internal and external environmental variables. The organization's mission, development of strategic objectives, strategy formulation, and detailed action plan to ensure that strategies are implemented to achieve organizational goals. This process includes identifying future opportunities to be encountered and threats to be avoided or neutralized, and evaluation of the organization's strengths and weaknesses. In addition, the most important element of successful strategic planning and implementation can be seen from the commitment of strong top-down leaders (Ugboro, 2016).

The study's results found that one of the main obstacles institutions face in implementing strategic management was the lack of understanding of institutional leadership on strategic planning. This is why, of the many universities, only a few have had success with dramatic change. Some only managed to make essential changes in the operational area. While the rest dissolve in the courage to make changes that are more market-oriented. Strategic planning is often carried out because it is forced and is only used as a condition for administrative completeness, for example, for accreditation. Others make idealistic plans, but find it difficult to implement them (Fitri, 2019). (Sarah Cowburn, 2005) finds that it is often difficult for institutions to implement strategic plans because of the mismatch between ideals and reality. This is because planners must consider the institution's particular circumstances with respect to its environment andesired future (Mensah, 2020). Today, the need for the development of an effective and efficient secondary school strategic plan is increasing. Strategic planning in education is very important. This can be seen from the increasing need for social education, the growth of information technology, the communication revolution, fluctuations in access to finance and human resources, and progressing changes in other aspects of the environment in which higher education operates, have led to changes in access to finance and human resources. Added urgency to strategic planning organizations/ministry of education around the world have also become interested in developing strategic plans because many policies and programs they initiated at different times have failed. Introduce strategies and plans for obtaining quality education, raising standards, and bringing schools into effective self-management. Strategic planning assumes that a system must be responsive to a dynamic and changing environment (Jacob & Ndubuisi, 2022).

Here are some reasons why strategic planning is important for an organization (Renstra, 2021).

1. Set up a basic plan for other planning as a way to improve the quality of service for the apparatus and the quality of managing human resources.

2. Managers and organisations use strategic planning as a starting place for evaluating how they do their jobs.
3. Planning strategically helps an organisation think strategically and come up with good plans.

4. Make it clear where the organisation is going in the future.
5. Making a list of objectives.
6. Think about the future when you make decisions now.
7. Build a clear and solid basis for making decisions.
8. Giving work units in the organisation as much freedom as possible to reach the action goals that have been set.
9. Make choices that affect more than one level or role.
10. Solving problems in an organisation
11. As a way to help an organisation do better.
12. Know how to handle situations that change quickly.

According to (Hax, 1990), strategic planning is a phase of an institution in identifying and setting long-term directions as well as determining and implementing strategies to achieve long-term goals by considering aspects of the internal and external environment related. An organizational task process begins with a concept. Organizational targets, development of strategic priorities, development of strategies, and development of detailed action plans to ensure strategies to achieve organizational goals. Identify the potential possibilities to be obtained and the risks that must be avoided or neutralized, assessing the strengths and weaknesses of the organization included in this process. In addition to the design and strategic planning process, a firm commitment from top management is integral to successful and efficient strategic planning because it signifies the company's contribution to strategic planning ((Ugboro, 2016).

3.1 Strategic planning model and environmental analysis

In the 1950s, formal strategic planning began to take shape, and by the 1960s, the idea had spread to the largest companies in the United States (Nataraja, 2018, p. 1). A society that is growing is one that always wants to learn, and schooling and learning are the most important tools for the growth of society as a whole. After planning for strategic management, plans must be made or made and put into action, and then evaluated.

One example is the implementation of a strategic plan funded by UNESCO CEPES. It sets the level of quality of education that all members who have joined or plan to join the Bologna Process must achieve. The model describes five strategic management processes: pre-planning, strategic planning, finalization, implementation, measurement and evaluation. This model can also be used for strategic planning in the model of educational institutions. In implementing this model, strategic management addresses the development of a strategic plan which includes the pre-planning and strategic planning processes. In the success of an educational institution, the role of strategic planning is very important, one of which is that strategic planning allows an institution to analyze something that is currently happening and predict the future, with this an institution can allocate readiness starting from resources in an organization, including higher education institutions. In this case, higher education institutions in the US show that strategic planning is a top priority in their institutions. Strategic planning in higher education institutions can help management think more systematically by looking at the future of the institution and making the goals of the institution clear. and institutional policies that lead to the coordination and efforts of an organisation to help organisations join and compete more effectively for the future of the organisation.

Strategic planning is important for educational institutions such as universities because it allows an institution to analyze current conditions and predict the future. Strategic planning is important for effective resource allocation in every organization, including higher education institutions. Prove that

universities place a premium on strategic planning, explain how such an approach helps businesses shape the future rather than react to it, and inspire forward-thinking leadership. Controls to give clear performance standards; helps organisations learn how to compete effectively; forces the organisation to focus its goals and policies; leads to improved coordination; improves results.

The benefits of strategic planning in universities are as follows: 1) Universities can achieve the desired future by creating a framework so that universities can determine the direction and steps to be taken, 2) Universities can achieve competitive advantage by providing a framework, 3) Universities can achieve goals by participating and working together to achieve goals, 4) Universities can creatively reflect on the university's strategic direction by enhancing its vision, 5) Enable dialogue between participants to increase understanding of the organization's vision, and foster a sense of ownership of the strategic plan, and become part of organization, 6) The university can set priorities aimed at aligning the university with its environment (Nataraja, 2018: 1).

3.2 Do a Strategic Planning

A well-written strategic plan can play an important role in the growth and success of your small organization because it tells your people and employees the best way to respond to opportunities and challenges (Jacob & Ndubuisi, 2022). The steps of the stakeholder-driven strategic planning process have been designed as a complete planning process.

The steps of the stakeholder-driven strategic planning process have been designed as a complete planning process. Researchers analyzed the preparation of the Strategic Plan that was carried out based on the 10 stages (Bryson, 2011) proposed to make the Strategic Plan more structured and directed in preparation. The ten stages begin with;

1. Start and agree on a process for strategic planning
2. Find out what the organisation is supposed to do.
3. Make it clear what the organization's purpose and values are.
4. Look at the outside and inside of the organisation to find its strengths, weaknesses, chances, and threats.
5. Organisations need to find problems in a strategic way
6. Come up with plans for dealing with problems.
7. Look at a strategic plan or plans and approve them
8. Come up with a good organisational idea
9. Make a good plan for putting it into action
10. Take a fresh look at the plan and how it was made.

Some strategic planning processes stop with the plan itself without discussing the necessary components that move the strategic plan into the operational plan. These steps include determining the district's strategies to achieve the student's mission, vision, goals, and learning targets, identifying a balanced mix of initial and final steps to track progress, and designing a system map so that everyone understands how everything functions. And strategic plans are interrelated, and finally, create an implementation plan that determines how the program moves into action. The result of implementing a stakeholder-driven strategic planning process is a school district that is fully aligned to achieve the district's mission, vision and learning targets.

The institution's future direction has been determined in making the strategic plan. Strategic measurement strengthens strategic planning by helping to focus everyone's attention on achieving targets that will contribute to the future (Crosby, 1979). The strategic planning process can be defined as creating a plan by current district council policies to ensure that managers and staff coordinate expertise, processes, and resources to complete the district mission over a long period (three to five years). Help to implement strategic plans include people, energy, space, technology and financing

(Hinton Karen., 2012). According to (Maleka, 2014) there are four primary resources for strategic planning: support for financial leaders (or budget officers), support for human resource management, support for the implementation team, and appropriate programs for strategic initiatives. Many colleges and universities or other educational institutions use a five or ten year period in their plans, and this cycle is also guided by re-accreditation. For this reason, in general, a strategic plan has a complete topic and does not lead to changes from time to time. These underlying themes can be carried from one planning cycle to another with minimal variation (Hinton Karen., 2012)

After the strategic plan sets priorities consistent with the school's vision and goals, goals must be set to understand actions. Performance objectives define specific, measurable, and expected outcomes for all student populations to be served. Data should inform these goals on student performance-based needs assessments. All objectives of the school action plan must be observable if the school is to use data in its planning. There are two performance indicators: a resource measure a set of indicators that provide more context and detail about school priorities and learning strategies. The second is listed as an element of education as follows: (a) Teachers; (b) Teachers; (c) Extra assistance; (d) Professional development; (e) Other non-professional staff; (f) student support; (g) administration; and (h) operation and maintenance (Odden, 2008). Mission Statement, Vision, Institutional Objectives and Optional Value Statements are supporting documents for implementing the Strategic Plan. The vision statement is an expression of institutional aspirations based on an analysis of the institutional climate. Institutional goals provide a mechanism for assessing progress toward the vision, and the Value Statement describes how the organization is working to achieve its goals.

An effective strategic planning process is implemented in an institution. The following must be proven:

1. A clearly defined and articulated institutional direction.
2. Institutional ability to choose priorities based on self-assessment and understanding.
3. Knowledge and ownership of institutional orders by all major institutional constitutions.
4. Appointment of clearly identified institutions in local environments and churches (including background education) (Lerner, 1999) Basic strategic planning for higher education

This "Education for Change" strategic plan focuses on strengthening institutional structures and creating innovative strategies aimed at reforming the education sector (Jacob & Ndubuisi, 2022). It is believed that the plan will save the education sector and return it to the path of excellence. Other objectives of this educational plan outlined by Akpan (undated) quoted in Abdulsalam (2016) include:

1. Provide the necessary direction to chart a course towards ensuring the provision of inclusive and equitable education.
2. Provide lifelong learning opportunities for all.
3. Improve technical and vocational education and training (TVET).
4. Increase accountability and transparency in government.
5. Enhance public-private partnerships and collaboration with donors to fill funding gaps.
6. Provide the type of education Nigeria needs to meet its sustainable development goals.
7. Provide functional education as a lever for youth unemployment.

Strategic planning can result in very successful strategies when applied in the right way and with exemplary leadership, motivation, and political management. Strategic planning has a positive relationship with strategic implementation and is more favourable if supported by management involvement (Elbena. 2016:1020). However, despite significant efforts and efficiency improvements through technology, strategic planning leaves many educational institutions like Universities fragmented, unable to cope effectively with societal changes, responding to challenges reactively rather than proactively, and unable to change the way they function as educational institutions, Often, the gap

between planning and implementation hinders meaningful change because the goal of strategic planning is about making plans rather than using them (Baer et al., 2008). Strategic planners are starting to realize that strategic planning must be carried out at the senior leadership level and all levels in the organization. Strategic plans need to be made in collaboration with school institutions, leaders, staff, and students. Planners and managers need to carefully observe the internal and external aspects of the education system as they play a role in how the system works to meet societal needs and subsequent economic demands by studying the various driving forces behind the education policy system and external conditions (Chris, 2014).

Three fundamental ideas have been identified as essential to the strategic planning practice of modern universities and educational institutions (Carron, 2010; Wilkonson, 2007). First, you should only utilise the method as a general template. Institutional needs and priorities should guide the development of strategic plans. Both goals of the planning process require heavy participation from the governing bodies. Careful consideration must be given to selecting and designating stakeholders, beginning with when and how they might contribute to the institution's development and the harmony between planning and implementation. At each stage of the institutional procedure, evaluation and adjustment are charted continuously. Reconsidering past steps might improve consistency by fostering a mindset of openness to change and learning from mistakes (Albon., 2016).

The strategic plan consists of the vision and mission, organizational values, internal and external analysis, strategic problems, strategic paths, and critical performance indicators. Several factors influence the strategic plan, including communication, resources, and disposition. Several obstacles in implementation were identified, such as conflicts of interest between stakeholders, the presence of implementers who were less responsive or non-compliant, inadequate human resources, unilateral decision-making, and non-transparent institutions. Three things need to be considered in implementing the strategic plan: policy objectives, activity targets to achieve goals, and activity results. In addition, Edward III's theory mentions four key factors that influence the implementation of strategic plans: communication, resources, disposition, and bureaucratic structure (Winarno, 2014) in (Dharyanti, 2019).Therefore, using SWOT analysis is one part of a strategic plan that data improves the quality of education and education personnel. SWOT analysis is a framework for analyzing an organisation's strengths, weaknesses, opportunities, and threats that is effective and simple, with SWOT analysis used to help organizations overcome the effectiveness of organizational planning and implementation and provide a source of competitive advantage. SWOT analysis provides a reference for developing an organization with the right and appropriate strategy with the Grand Strategy Matrix (GSM) model strategic development model (al Kadri, 2020: 325-327). This is also in line with the opinion of (Mooh, 2019). Strategic management and strategic planning require special training for teachers. If the teacher does not understand the needs of these subjects, it will cause the teacher's workload. However, the teacher only provided strategic management without understanding the effectiveness of the activities to be carried out. So what must be done is that effective strategic management is needed to improve both teachers and other education personnel (Mooh, 2019).

3.3 Goals, Vision & Mission, and Strategic Goals

Methods to achieve goals and objectives, as well as identification of goals and objectives, is the need for strategic planning. Therefore, it has a long-term and future-oriented approach to the organization. Strategic planning consists of four components, namely vision, mission, strategy, and action. Formulating mission and vision statements is one of the essential steps in strategic planning. Correct identification and formulation of vision and mission statements are critical success factors of strategic planning. with a view of mission and vision in an organization, this is a characteristic of the institutional identity of an organization (Ozdem, 2011: 18888).

The expected role and significance of vision and mission statements have been carefully observed for more than thirty years in the strategic management literature. Vision and mission statements have been highly considered as an important aspect of the strategic management process for various types of organizations; whether private or public sector, for-profit or not-for-profit, multinational or small, medium and large scale enterprises. The impact of Vision and mission statements on strategy cannot be overemphasized in terms of organizational performance. The most important step in strategic planning is to formulate a vision and mission statement. The success of strategic planning is highly dependent on the identification and proper formulation of the vision and mission statements. With the mission and vision statements can be used to build common and shared goals and also serve as a focus flow in guiding all organizational activities.

A vision defines where an organization wants to be in 10 or 20 years. With this get answers to the following questions: What does your organization want to be? What is your future product? What is the market in your future? How to meet the demands of stakeholders in your organization? What are the functions and roles of top managers in defining your organization's vision? A vision is a vision of what the organization wants to be and how the organization wants to look into the future. Vision describes what the company wants in the future and the level it wants to achieve and is a dream communication about the desired future.

A strong vision helps organizations predict future events, prepare for change and innovation, dare to face the future, forecast changes in customer demand and improve employee efficiency. Vision should help people have an idea about the organisation's culture. Should be formulated to strengthen organizational culture and increase integrity and loyalty among members in order to increase employee motivation. (Getha-Taylor, 2015) argues that vision is perhaps the most important of all elements in strategic planning. It is future-oriented and includes the basic concept of what an organization really is, i.e. the purpose for which it exists. By using the vision of the organization, you will be able to know where it is going and what its goals are. While the mission is the reason for the existence of an organization. In general, a mission statement can be seen as a statement that, if realized can help the organization to achieve success (Akem, 2016).

An organization's purpose is to provide a solution to the question, "What must the organisation do to justify the reasons for its existence?" What we do (products, services, functions), who we do it for (customers, end-users), and how we do it (processes) make up the "thought triad" that makes up the bulk of this definition. A company's mission statement should be exactly that—clear, short, and without any room for interpretation. A strategic plan will also include a vision statement. Vision is about looking into the future and figuring out what might happen based on a set of assumptions, assumptions about the future, facts, hopes, strengths and weaknesses, dreams, threats and current possibilities (Akem, 2016). Strategic planning is most effective when it is an ongoing process that is constantly reevaluated in light of changes in circumstances, available resources, and operational environment. Educational institution X should engage in the self- or external assessment if it lacks a strategic strategy. Evaluation of oneself that can specify strategic goals. Strategic planning has many advantages, as stated by (Albon., 2016: 210).

3.4 The importance of strategic planning in the modern trend of education

Education is a basic right for all Indonesian citizens. With the equal distribution of education, it can ensure that the country can be much safer, more advanced, prosperous, healthy, and comprehensive in nature and great. At the same time, it can contribute to political, social, economic, technological and cultural development (Gbenu, 2012). The social, political, technological and economic environment moves uncertainly. Uncertainty in a country's education system and other institutional deficiencies may be a major cause of failure to achieve educational goals (Ajake et al., 2011). Modern trends pay great attention to the rapid development of the technological process of professional higher education. The widespread of humanitarian technology presupposes the creation of new pedagogical technologies, new educational technologies, and new teaching technologies. The widespread of

technology presupposes the creation of new pedagogical, educational, and teaching technologies (Ignatyeva, 2015). Strategic planning is a tremendous task in overcoming the uncertainty in today's modern trends. Strategic planning is very important in achieving success in an educational institution. Improving school quality requires strategic planning. Through strategic planning, schools can build high aspirations with a focus on organizational achievement (Faiz et al., 2019). Strategic planning is considered an important effort and process in facilitating sustainable school development. Strategic planning provides guidance and direction to organizational members with particular emphasis on their role in delivering products and services (McNamara, 2016). Effective strategic planning relies on the organization's stakeholders coordinating the strategic plan, from formulating, collecting data, implementing, and reviewing. Actions that are important for effectively communicating the strategic plan are:

1. Assign roles and responsibilities.
2. Communicating the plan on an ongoing and consistent basis.
3. Understanding the change process.
4. Assist all members through the change process.

More attention can be paid to teaching and training staff standards through strategic planning. To innovate in education in new trends, educators and education personnel must be able to improve themselves through individual learning, training and workshops, and personal creativity.

The purpose of the institution will guide stakeholders. The transformation of priorities and objectives into work plans is the position of the implementation plan. The implementation plan should be in the form of transparent and written directives. Implementation of the strategic plan depends on the agency's ability to turn strategic analysis into operational action. For this purpose, it is important to note who took action, the extent of the effort required to be taken, and what action will determine the completion of the activity (Hinton Karen., 2012). Strategic planning plays an important role in the school development system. The following is an overview of strategic planning that is appropriate in school organizations and needs to be maximized to achieve organizational excellence.
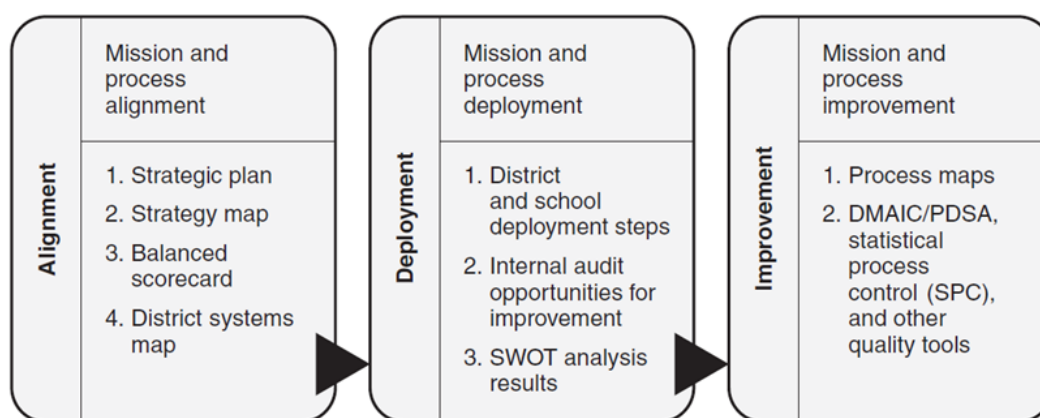

Figure 1. Strategic Planning in School

1. Alignment
   The strategic plan is the key to the success of the school district alignment process. The primary function of the strategic plan is to determine the school district's success. 2) guide the strategy map to explain "how" the school district will achieve perfection as defined in the strategic plan.

3) The balanced scorecard follows a strategy map so that everyone in the school district has a set of critical indicators to define excellence. The final step is 4) creating a structure map that explains how all the school district structures fit together and correspond to the concept of good district performance.

2. Deployment (Application)

The next step is deployment. Deployment is the deployment or execution that determines whether all of the organization's alignment work is used. One of them is applying SWOT analysis, an analytical tool to analyze data, which will later be helpful as a follow-up from an institution that can help inform the development and implementation of strategies. The SWOT analysis in this strategic planning process begins with collecting data from stakeholder surveys and internal organizational reviews. The strategy development process starts with strength, weakness, opportunity, and threat analysis (SWOT). When conducting this study, members of the strategic planning team considered data collected from stakeholder surveys, namely internal performance appraisals and draft strategic plans, and used these data sources to answer SWOT questions (Ewy, 2009: 52-53).

3. Improvement

Improvement is an important third step for the success of an organization. Perhaps process improvement is a matter of time, over a fixed period, what the company does to achieve organizational excellence. Many of the process improvement practices used by school districts are not practical or effective, not because they do not want them to, but because they do not understand what suitable process improvement activities imply. Strategies for successful implementation of strategic planning in an organization (Ward, 2002).

1. Focus on annual planning and involve relatively simple techniques in developing plans.
2. Focus on predicting what might happen in the 2-5 year planning period. With this, it can expect growth and predict the effects and changes.
3. Organizations need to consider the external environment to understand competition in their institutions thoroughly.
4. The need for innovation in a plan. This is also in line with the opinion (Fred M. Hayward. F.D. & Ncayiyana D.J., 2002) By focusing strategic planning on an institution, is one of the keys to successful strategic planning.

The academic strengths of the university that will contribute to future national greatness and needs will be prioritised. This necessitates a concerted effort by the institution's many constituents to discuss and refine its mission, vision, and priorities. If the strategic planning process was fruitful, then the institution as a whole would be more focused. Strategic planning that includes input from a wide range of stakeholders can help keep things in check inside an organisation. The long-term success of a school depends heavily on strategic planning, which is not the end result of, but rather a collection of procedures aimed at improving the organization's welfare and strength (Ward, 2002: 69-70). Planning forward is essential for raising the bar of education. Strategic planning allows schools to set ambitious goals that centre on improving the institution as a whole. Sustainable school growth can be aided by strategic planning, which is why it's so vital. Stakeholder coordination throughout the strategic planning process—from ideation to data collection to implementation to evaluation—is essential for an effective plan. The following are essential steps for disseminating the strategic plan:

1. Assign roles and responsibilities.
2. Communicating the plan on an ongoing and consistent basis.
3. Understanding the change process.
4. Assist all members through the change process.

　　　　More attention can be paid to teaching and training staff standards through strategic planning. To innovate in education in new trends, educators and education personnel must be able to improve themselves both through individual learning and through training and workshops and the development of personal creativity.

4.　CONCLUSION

　　　　The importance of strategic planning in the field of education has only increased as the demand for public education has grown, information technology has advanced, communications human resources have undergone a revolution, and other aspects of the environment in which higher education operates have changed rapidly. Through strategic planning, a company can determine its long-term course of action, implement a variety of initiatives, monitor its progress, and adapt its strategy to new circumstances. As a result, it is possible to implement the established necessity of adequate procedures for strategic planning. The phases of stakeholder-driven strategic planning are intended to function as a whole. To ensure that all stakeholders have a clear understanding of the system, the district must first determine the tactics it will employ to realise the student's mission, vision, goals, and learning targets. Finally, develop an implementation strategy that establishes how the plan progresses in light of the defined goals and objectives. Creating a strategic plan is a multi-step process that begins with articulating an organization's goals and ends with a set of measures to measure success in putting the plan into action. Strategic planning can help schools better respond to rising student expectations and industry competitiveness. Through collaborative strategic planning, communities and school systems may create promising futures for their kids, employees, and other stakeholders.

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