



Strategic Planning in Developing Schools Based on SWOT Analysis: A Case Study in Santa Maria Monte High School Carmelo Maumere

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Abstract

SMAK Santa Maria Monte Carmelo Maumere, as an educational institution that opened in 2019, certainly has many things that need to be addressed in the management system. The purpose of this study was to find the right strategic steps so that it can be an alternative solution that can be applied in the development of the institution in the future. This study was conducted at SMAK Santa Maria Monte Carmelo Maumere using a SWOT Analysis. The results showed that the position of SMAK Santa Maria Monte Carmelo Maumere is in quadrant 1 (Aggressive) which indicates a potential position to develop.

Keywords: *Planning Strategy; SWOT Analysis; High School; Developing School*

Introduction

Education is a major factor in the formation of the human person. Education plays a very important role in shaping the good or bad of the human person according to normative measures. Realizing this, the government is very serious about handling the field of education, because with a good education system, it is hoped that the next generation of the nation will emerge who are qualified and able to adjust to living in society, nation, and state. Education reform is a response to the development of global demands as an effort to adapt an education system that can develop human resources to meet the demands of the developing times.

Through education reform, education must have a future-looking perspective that provides guarantees for the realization of human rights to develop all their potential and achievements optimally for the welfare of life in the future. In accordance with Article 31 paragraph (1) of the 1945 Constitution, namely: "Every citizen has the right to education". From the law, it is clear that every citizen has the right

and even then, it must be evenly distributed. So, for a gap there is hope and reality today must be reduced as much as possible.

National education reform is carried out in accordance with the vision of reform, namely the realization of an order of life in accordance with the mandate of the 1945 Proclamation of Independence, namely, to realize an intelligent society. An intelligent society is a *Pancasilais* society that has ideals and hopes for the future, is democratic, and civilized, upholds human rights and is responsible, has a noble character, is orderly and law-conscious, cooperative, and competitive and has intergenerational and international awareness and solidarity. An intelligent society is a society that has faith and piety in God Almighty, is developed and independent, and has a cultural perspective (Haris, 2018; Dami, 2019; Dami et al., 2020; Dami et al., 2022).

Education in Indonesia in general is currently still experiencing many problems. The problem concerns many factors related to education, including those related to curriculum, facilities and infrastructure, management and education policies. One of the problems of education is the low quality of education at every level and unit of education. More clearly, the problem of education, especially basic education, includes several factors as stated by Wasliman (2007), in his module entitled Basic Education Problems, that these problems include: 1) Equality, 2) Quality, 3) Relevance, 4) Efficiency and 5) Still weak education management.

SMAK Santa Maria Monte Carmelo Maumere, as an educational institution that opened in 2019, certainly has many things that need to be addressed in the management system. Therefore, our group is interested in choosing the institute as a research site. From the data obtained, we conducted a SWOT analysis to identify the problem at hand. The results of the analysis allow us to find the right strategic steps so that it can be an alternative solution that can be applied in the development efforts of the institution in the future.

Literature Review

SWOT Analysis Techniques

According to Sallis E (2012) SWOT stands for Strengths, Weaknesses, Opportunities, and Threats (strengths, weaknesses, opportunities, and threats). SWOT analysis has become a commonly used tool in educational strategic planning, but it remains a style. Effective in placing the potential of the institution. SWOT can be divided into two elements, an internal analysis that concentrates on the achievements of the institution itself and an environmental analysis.

The strengths and weaknesses test are essentially an internal audit of how effectively the institution is performing. While opportunities and threats concentrate on the external context or environment in which an institution operates. SWOT analysis aims to discover important aspects of the foregoing: strengths, weaknesses, opportunities, and threats. The purpose of this test is to maximize strengths, minimize weaknesses, reduce threats, and build opportunities.

SWOT activities can be strengthened by ensuring that the analysis focuses on customer needs and the competitive context in which the institution operates. These are two key variables in building or developing an institution's long-term strategy. This strategy must be developed with various methods that can enable institutions to be able to defend themselves in the face of competition and be able to maximize their attractiveness for customers. If the test is combined with a complaint of vision and value, it will find an identity that is different from its competitors. Once a distinctive identity can be developed in an institution, then the quality characteristics in that institution will become more easily identifiable (Sallis, 2012).

A SWOT analysis is an analysis of how to seize opportunities, prevent threats, use strengths, and overcome weaknesses. Meanwhile, goals are results to be achieved specifically and measurably, and strategies are plans and activities that are pervasive, vital, sustainable, comprehensive, broad, and long-term (Sonhadji & Huda, 2015).

Strategic Planning

Strategic planning is an important activity to clarify the future direction of an organization. Therefore, it is important to develop a coherent basis for decision-making and set priorities in improving the performance of school organizations (Albon, Iqbal, & Pearson, 2016; Shah, 2013). Strategic planning can be considered as the process of identifying a company's business for today and the future, and identifying the direction of action to pursue, given its opportunities, threats, strengths, and weaknesses (Dessler, 2004; Purnomo et al., 2021). In strategic planning, both long- and short-term goals are set. Schools must identify these goals so that they can survive and compete. As the opinion expressed by Resvani and Branch (2011) that organizations are so complex that without detailed short-term to long-term planning, they cannot survive. In developing the education system, no matter where the school is located, part of the planning is very important. Strategic planning - or any form of planning in education is important for developing schools and improving the quality of education on an ongoing basis (Lingam et al., 2014). In strategic planning, an analysis of the internal and external environment is carried out. The external environment is not closely related to various variables that are available outside the boundaries of the school unit. On the other hand, the internal environment is related to organization, function, behavior, and effectiveness. All these specific factors are within the limits of the school (Ramadona, 2018; Dami et al., 2022).

In this study, the intended strategic planning was prepared using a SWOT analysis. This SWOT analysis is a very powerful and very successful technique that can be applied to individuals, groups, teams, and organizations (David, 1997). A SWOT analysis is an effective and simple framework for analyzing the strengths, weaknesses, opportunities, and threats of an organization (school) that can be used to help address the effectiveness of project planning and implementation and understand the sources of competitive advantage (Barney, 1995; Sabbaghi & Vaidyanathan, 2004). In addition, a SWOT analysis can generally be used to help describe the situation of a strategic organization and to identify the necessary information and decisions to be taken (Balamuralikrishna & Dugger, 1995).

Results

This study aims to develop strategic planning based on the analysis of the internal and external environment of the school to develop SMAK Santa Maria Monte Carmelo Maumere with 4 questions, namely 1) What are the conditions of the internal environment of the school (strength and weaknesses)?; 2) What are the conditions of the internal environment of the school (opportunities and threats)?; 3) in what position and condition is SMAK Santa Maria Monte Carmelo Maumere from the IFAS and EFAS matrices?; 4) What are the strategic issues that can be applied to develop schools? To achieve the objectives of this research, the research approach used is a qualitative descriptive study with a case study method. Qualitative with a case study approach is an approach that describes the condition of the research subject at the time the research was conducted. Braun and Clarke (2013) describe that qualitative research involves interpretive and naturalistic approaches to the world. This means that qualitative research uses a natural setting to infer certain phenomena. The use of this method starts from the main purpose of the study, which is to describe and analyze data and information in accordance with actual needs. To obtain the necessary information in this study, appropriately to develop SMAK Santa Maria Monte Carmelo Maumere, the researchers used interviews to gather relevant information from selected participants. To complete the data, the researchers also analyzed documents related to the condition of Santa Maria Monte

Carmelo Maumere High School. Bassey (1999) points out that case studies generally consist of three methods of collecting research data, namely asking questions, observing events, and reading documents.

Interviews were conducted with one principal and one teacher of different time durations. The questions posed in the interview were related to the real condition of Santa Maria Monte Carmelo Maumere High School. Meanwhile, the documents needed in this study are school and educator profiles as well as school strategic planning specifically related to school development.

In addition, the researchers compiled IFAS and EFAS matrices to determine the position of the SWOT quadrant to determine the potential position of the school. For the purpose of compiling this matrix, weighting and assessment are carried out. In this step, the determination of weighting and score setting is carried out through interviews with research informants. Furthermore, the steps performed in creating IFAS and EFAS matrices are; 1) make a list of internal and external factors as a result of data collection, 2) carry out weighting by comparison method so that the total weight is equal, 3) give a rating or score of 1-5 between each factor where 1 means very weak, 2 means not so weak, 3 means enough, 4 means strong and 5 very strong with reference to school conditions , 4) multiply the weight by the rank of each factor to determine the score, and 5) add all the scores to get the points score for the assessed object. These weights and ratings are determined through discussions with research informants and group discussions. (The results of the IFAS and EFAS matrices can be seen in the research findings). After filling in the data into the IFAS and EFAS matrices and assigning weights and rankings to each point, the next step is to calculate the total score obtained from the two matrices to determine the position of SMAK Santa Maria Monte Carmelo Maumere. The prepared IFAS and EFAS matrices can provide information about the X and Y axes. IFAS matrices provide information about the X-axis positions while EFAS matrices recognize the positions of the Y axes (Further discussion is in the research findings). Each of the X and Y axis positions provides more information about the position and potential of educators and education personnel. Furthermore, based on the known position, these strategic steps are designed to develop SMAK Santa Maria Monte Carmelo Maumere. SWOT Analysis Results of SMAK Santa Maria Monte Carmelo Maumere, Flores, Privinsi East Nusa Tenggara.

Table 1. Internal factor analysis strategy (IFAS)

INTERNAL FACTORS (STRENGTHS AND WEAKNESSES)				
Strategic Factors		Weight	Rating	Score
Strength	Being in the city center, easier access to information to governments, watchdogs, and other agencies.	0.08	5.00	0.38
	Many supporting Junior High Schools	0.08	4.00	0.31
	Adequate Human Resources, the Principal has enough experience, and the teacher is "qualified" because he graduated from a good university and his attitude is also at least good.	0.06	4.00	0.26
	There are many skilled and talented personnel who can help students in the development of talents and interests.	0.05	4.00	0.21
	Easy to collaborate with many parties to support schools.	0.06	3.00	0.19
	Access to school promotion is adequate.	0.05	5.00	0.26
	The level of public trust in the brothers' schools is still quite high.	0.08	5.00	0.38
	The Foundation's attention is very adequate.	0.08	5.00	0.38

Weaknesses	Operational and personnel costs are quite high	0.08	2.00	0.15
	The quality of service has not been maximized	0.05	2.50	0.13
	Buildings, learning resources and other educational support facilities are very limited	0.08	1.00	0.08
	The majority of new teachers graduate from university, educational experience is still very limited	0.08	2.00	0.15
	Learning still emphasizes cognitive and psychomotor aspects (hard skill competencies)	0.05	2.00	0.10
	The competitiveness of graduates is relatively weak because they lack soft skill competence.	0.05	2.00	0.10
	Still using the "loaned" building with the MoU, so the convenience of learning is still very limited	0.08	1.00	0.08
TOTAL		1.00		3.17

Table 2. External factor analysis strategy (EFAS)

INTERNAL FACTORS (OPPORTUNITIES AND THREATS)				
Strategic Factors		Weight	Rating	Score
Opportunities	Have a vision and educational model that is quite tested, so that the school ecosystem can be developed in accordance with the vision and mission of the foundation and the noble values of nationality	0.11	5.00	0.56
	The large number of supporting junior high schools, allows the school to establish partnerships with the high school to get many students	0.11	5.00	0.56
	Many art workers, private tutors, sports coaches who have good abilities, are brought in by the school, in the hope of improving pupil skills and school performance.	0.07	4.00	0.30
	There are many aspects that can be developed for the development of school entrepreneurship.	0.11	4.00	0.44
	Study assignment scholarships for educators and education personnel	0.07	4.00	0.30
Threat	Many other excellent schools located in the city center have good quality management.	0.11	2.00	0.22
	Many other private schools offer higher allowances/honorariums	0.11	3.00	0.33
	Teachers will have assignments if they have passed the civil service	0.07	2.00	0.15
	The number of learners is unstable	0.07	2.00	0.15
	Competitors have cheaper tuition fees	0.07	2.00	0.15
	Government regulation is often volatile	0.07	3.00	0.22
TOTAL		1.00		3.37

Based on the matric results of IFAS and EFAS, it is known that the final score of IFAS is 3.17 and the total final score of EFAS is 3.37. These results are then shown through the SWOT matrix below:

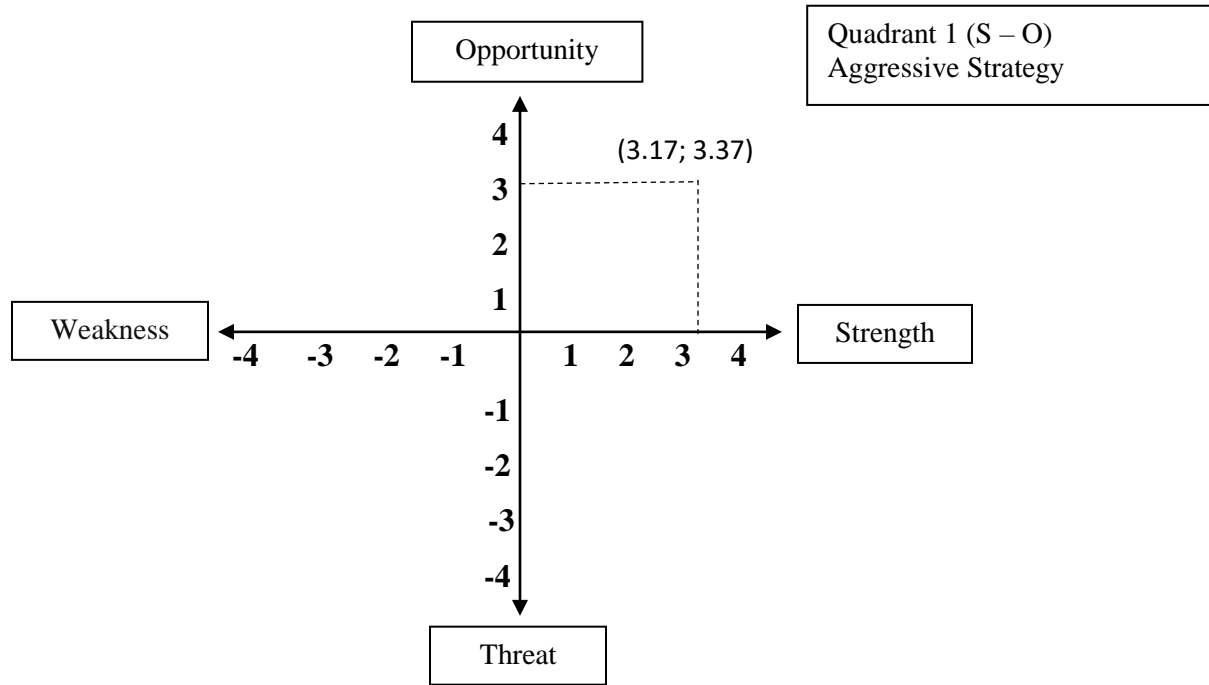


Figure 1. Internal-External Matrix in SWOT Analysis

The SWOT quadrant still makes use of previous IFAS and EFAS calculations. However, because we are trying to find coordinates, every aspect of IFAS (Strength-Weakness) and EFAS (Opportunity-Threat) will be compared, and the difference will be looked for. In this case, the point is at coordinates (3.17; 3.37) which indicates that the right strategy for Santa Maria Monte Carmelo Maumere High School is currently an aggressive strategy. If you look at these coordinates, then the most appropriate technique is to harness power to welcome opportunities (SO).

Strategic Planning

In this stage, the researchers discuss strategic plans based on the results of the SWOT analysis. This strategic plan is reviewed from external and internal aspects with components of opportunity and strength (Table 3).

Table 3. Strategic Plan Based on SWOT Analysis Results

		Opportunities				
External	Internal	Having a vision and educational model that is quite tested, so that the school ecosystem can be developed in accordance with the vision and mission of the foundation and the noble values of nationality.	The large number of supporting junior high schools, allows the school to establish partnerships with the junior high school to get many students	Many art workers, private tutors, sports coaches who have good abilities, are brought in by the school, in the hope of improving pupil skills and school performance.	There are many aspects that can be developed for the development of school entrepreneurship.	Study assignment scholarships for educators and education personnel.
		1	2	3	4	5
Strength		Strategy S - O (Strength - Opportunity)				
Being in the city center, easier access to information to governments, watchdogs, and other agencies	Adequate Human Resources, the Principal has enough experience, and the teacher is "qualified" because he graduated from a good university and his attitude is also at least good.	<ol style="list-style-type: none"> 1. Increase cooperation and invite teachers or coaches from outside the school to optimize the quality of academic and non-academic achievements. 2. Communicate the excellence and differentiation of SMAK Santa Maria Monte Carmelo Maumere in various visual and audio media at the beginning of the semester. 3. Build partnerships with many donors to support the school's existence. 4. Find scholarship information and provide opportunities for educators to continue their studies to a higher level. 5. Increase cooperation with supporting junior high schools so that they always get new students from these schools. 6. Cooperate with foundations for the development of school entrepreneurship by utilizing and empowering certain units. 7. Submit proposals for facilities and infrastructure assistance (new classrooms/ RKB, laboratories, libraries, and learning media) to the Government. 8. Strengthening the leadership and competence of principals, teachers and education personnel so as to gain credibility from the community and be able to compete with other schools. 				
Many supporting junior high schools	There are many skilled and talented personnel who can help students in the development of talents and interests.					
It is easy to collaborate with many parties to support the school.	Access to school promotion is adequate.					
The level of public trust in the brothers' schools is still quite high.	The Foundation's attention is very adequate.					

Discussion

SWOT analysis is one of the useful tools for identifying strengths, weaknesses, and opportunities and challenges (Tsiakkios & Pashiardis, 2002). SWOT analysis is used to help initiate meaningful changes in a program and use data to improve the program (Orr, 2013). At the heart of successful implementation of the strategic plan is leadership, commitment, ownership, and accountability, trust in the plan, communication, progress monitoring, praise and recognition, and patience. To avoid failure, information should be gathered from all stakeholders, roles and responsibilities should be clearly defined, expectations should be communicated, interests should be maintained in the process and progress and processes should be constantly monitored. In this case, the chairman of the foundation and the head of SMAK Santa Maria Monte Carmelo Maumere as a leader who has an important role because the correct principles as explained by Virgana (2018) must be competent in drawing up a systematic school development plan as a coordination of the entire school program both vertically and horizontally. One of the strengths of this study is that the principal has sufficient experience in school management.

Based on the findings above, it can be seen that there are a number of points that are strengths and weaknesses and some points that are opportunities and challenges faced by schools to improve the quality of educators and education personnel. In the results of the analysis, a matrix is made that can describe the position of educators and education personnel in schools. The results showed that schools are in an aggressive strategy to develop. This position indicates that the condition is in a strong position and has the opportunity to develop.

Based on the strategic issues developed in this study, there are several steps that policymakers can take to develop Santa Maria Monte Carmelo Maumere High School. Among other things, increasing cooperation and inviting teachers or coaches from outside the school to optimize the quality of academic and non-academic achievements; communicate the excellence and differentiation of Santa Maria Monte Carmelo Maumere High School in a variety of visual and audio media at the beginning of the semester; building partnerships with many donors to support the school's existence; find scholarship information and provide opportunities for educators to continue their studies to a higher level; increase cooperation with supporting junior high schools so that they always get new students from these schools; collaborating with foundations for the development of school entrepreneurship by utilizing and empowering certain units; submit proposals for facilities and infrastructure assistance (new classrooms / RKB, laboratories, libraries, and learning media) to the government; and strengthening the leadership and competence of principals, teachers and education personnel so as to gain credibility from the community and be able to compete with other schools.

Strategic planning is considered an effective way to implement a strategy. Strategic planning is involved in the process of strategizing, implementing, and developing the strategy into a detailed strategic plan, which is part of the implementation of the strategy. Strategic planning also coordinates the process of developing strategic plans at the lower levels of the hierarchy. Williams and Johnson (2013) suggest that all stakeholders affected by strategic planning should be involved in the discussion and the plan should be available to all interested parties before being implemented. Strategic management and strategic planning in schools are not instantaneous but can also be seen as an effort or process, and this management requires strategic planning to become a comprehensive daily performance of the school (Chukwumah & Ezeugbor, 2015; Dami et al., 2022). In addition, strategic planning establishes actions and guidelines that can lead to development and growth in schools (Wanjala & Rarieya, 2014; Alexander et al., 2020). Therefore, the results of strategic planning that have been carried out to develop SMAK Santa Maria Monte Carmelo Maumere.

Conclusion

Analysis of the internal and external environment shows that the position of SMAK Santa Maria Monte Carmelo Maumere is in quadrant 1 (Aggressive) which indicates a potential position to develop. Strategic issues that can be applied by schools based on these findings are increasing cooperation and inviting teachers or trainers from outside the school to optimize the quality of academic and non-academic achievements; communicate the excellence and differentiation of Santa Maria Monte Carmelo Maumere High School in a variety of visual and audio media at the beginning of the semester; building partnerships with many donors to support the school's existence; find scholarship information and provide opportunities for educators to continue their studies to a higher level; increase cooperation with supporting junior high schools so that they always get new students from these schools; collaborating with foundations for the development of school entrepreneurship by utilizing and empowering certain units; submit proposals for facilities and infrastructure assistance (new classrooms / RKB, laboratories, libraries, and learning media) to the government; and strengthening the leadership and competence of principals, teachers and education personnel so as to gain credibility from the community and be able to compete with other schools.

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