



STRATEGY FOR THE DEVELOPMENT OF A SCHOOL PLAN AT THE KESUMA ELKAEMDE NAMORAMBE EDUCATION FOUNDATION

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Abstract : There are often problems in the preparation of school development plans, starting with a lack of assistance, supervision, competence and unsystematic plans made. Thus, the purpose of this study was to describe the school development plan at the Kesuma Elkaemde Education Foundation. This research is a qualitative research. The subjects of this research are principals, teachers, and all other devices that take part in the preparation of school plans. The data collection technique of this research is by interview, observation and documentation. After that, the data were analyzed by examining the data that had been collected, namely data reduction, verification, and data presentation. The results show that the school development plan at the Kesuma Elkaemde Education Foundation implements a school development plan by carrying out a Short-Term Annual Program Strategy which includes the First Year Program (2018–2019), Second Year Program (2019–2020), Third Year Program (2020–2021), Fourth Year Program (2021–2022). In addition, there is also a 12-year Long-Term Program Strategy in the form of vision, mission and goals. And every development plan that is prepared is oriented to character and cultural education oriented to systems of thinking, values, morals and beliefs.

Keywords : *Program, Character Education, Strategy*

Abstrak : Sering adanya problematika dalam penyusunan rencana pengembangan sekolah, dimulai dengan kurangnya dalam pendampingan, pengawasan, kompetensi dan tidak sistematisnya rencana yang di buat. Dengan demikian tujuan penelitian ini adalah untuk mendeskripsikan rencana pengembangan sekolah di Yayasan Pendidikan Kesuma Elkaemde. Penelitian ini merupakan penelitian kualitatif. Subjek penelitian ini yaitu kepala sekolah, guru, dan seluruh perangkat yang turut andil dalam penyusunan rencana sekolah. Teknik pengumpulan data penelitian ini adalah dengan wawancara, observasi dan dokumentasi. Setelah itu data dianalisis dengan menggunakan menelaah data-data yang telah terkumpul yaitu mereduksi data, verifikasi, dan penyajian data. Hasil penelitian menunjukkan bahwa rencana pengembangan sekolah di Yayasan Pendidikan Kesuma Elkaemde menerapkan rencana pengembangan sekolah dengan melakukan Strategi Jangka Pendek Program Tahunan yang meliputi Program Tahun Pertama (2018–2019), Program Tahun Kedua (2019–2020), Program Tahun Ketiga (2020–2021), Program Tahun Keempat (2021–2022). Selain itu ada pulan Strategi Jangka Panjang Program 12 Tahunan berupa visi, misi dan tujuan. Serta setiap rencana pengembangan yang disusun berorientasi pada pendidikan karakter dan budaya yang berorientasi pada system berfikir, nilai, moral serta keyakinan.

Kata Kunci : *Program, Pendidikan Karakter, Strategi*

INTRODUCTION

In general, the word "strategy" implies a careful plan of activities to achieve specific goals. Associated with teaching and learning, strategies can be interpreted as general patterns of student-teacher activities in the realization of teaching and learning activities to achieve the goals that have been outlined. (Yulinawati, 2007). Strategy is a general pattern of a series of activities that must be carried out to achieve goals. In Plan Development School preparation requires a strategy so that the objectives are achieved optimally (Zaini, Banurea, & Pasaribu, 2020; Zaini, Sahara, & Sulis, 2019). The method determined as a result of the strategy study in the learning process is called the method. How to determine the method, called the technique. The terms strategy, method, and technique can be called a teaching model. Definition of Strategy according to experts or Conceptual Definition that is According to Chandler, "Strategy is a tool for achieving company goals concerning long-term goals, follow-up programs, and resource allocation priorities. According to Heizer and Render, "Strategy is an organization's plan of action to achieve its mission. Each functional area has a strategy for achieving its mission and helping the organization achieve the overall mission. According to JR David, Strategy is defined as a plan, method, or series of activities designed to achieve a particular educational goal .

Plan development school is a comprehensive plan for optimizing utilization of all sources available and possible power obtained To use and reach desired future goals. Plan Development School must be oriented to front and side clear on how to bridge Among condition moment this and the hope that wants to be achieved in the future. Plan Development School is a plan that comprehensive notices opportunities and threats from the environment external, pays attention to past internal strengths and weaknesses seek and finds strategies and programs for utilizing opportunities and strengths overcoming existing challenges and weaknesses to use reach desired vision (Nata, 2003; T. Hani Handoko, 2001; Wahyudi, 2012).

Legal Basis for Plan Development School Preparation among others, the Republic of Indonesia Constitution Article 5 paragraph (2), RI Law no. 20 Th. 2003 concerning the National Education System (State Gazette of 2003 no. 73, additional State Gazette No. 4301), PP RI No. 19 Th. 2005 on National Education Standards (Ulfatin, Nurul, & Triwiyanto, 2016). Plan Development School is important to have to provide direction and guidance for school actors to change or achieve better school goals (improvement, development) with little risk and to reduce future uncertainty. (Danang Sunyoto, 2012).

The Plan Development School is prepared with the aim of (1) Ensuring that changes or school goals that have been set can be achieved with a high degree of certainty and low risk. (2) Support the coordination of school actors.

Ensure the creation of integration, synchronization, and synergy between school actors, between schools, the District or City Education Office, and between times. Ensure linkages and consistency between planning, budgeting, implementation, and monitoring. Optimizing the participation of school and community members. Ensuring the achievement of efficient, effective, equitable, and sustainable use of resources (Kompri, 2016).

Every school in general has its vision, mission, and goals that become the reference in maintenance education in schools. because of that absolute required existence something school program development. Various programs developed should be relevant to the vision and mission school as well as shape more description detailed, measurable, and feasible for implementation at school. School program development should be done through systematic stages with possible steps accountable, ok by academic, juridical, and social. The development of school programs should also consider the potential and ability of the school, the extent to which the strength of the school and environment support program implementation, and whether there is a threat or obstacle in implementation later.

There are often mistakes in school development due to several factors such as lack of accuracy when making plans, lack of assistance and supervision and lack of competence in this development development plan. However, the Kesuma Elkaemde Education Foundation at the Madrasah Ibtidaiyah level has an "A" accreditation which is a fairly dominant achievement, considering that there are still many schools or madrasahs that have difficulty getting the very good category, even the good category is a dream for school administrators. So that researchers are interested in researching what strategies are implemented, how the program plans in school development and how the implementation is carried out. Based on the description above, the author is interested in conducting research on the school development plan in Namorambe Village. Specifically, this research is entitled Strategy for Preparing School Development Plans at the Kesuma Elkaemde Education Foundation.

RESEARCH METHOD

Design research used in the study is descriptive and qualitative. This thing because on research this writer will describe drafting strategy plan development school. As for the location study, this will center at the Kesuma Education Foundation Elkaemde. Study this aims to analyze and describe the preparation strategy plan development schools that have conducted at the Kesuma Education Foundation Elkaemde (Tobing, 2016). Study this is the study with approach qualitative. Approach qualitative in study own mean understands incident in relation with insider situation certain (Sugiyono, 2012).

Subject study in a study this is head school. Data collection techniques that will be used in the study this is interviews, observations, and documentation. Data analysis techniques to be used is technique descriptive and qualitative. Study qualitative more emphasizes the process over the result. because of that, there are four Step mutually important related, that is technique data collection, data reduction, data presentation, and withdrawal conclusion or verification (Lexy Moleong, 2014).

FINDINGS AND DISCUSSION

Term Strategy Short Annual Program

In skeleton reach long-term program goals short as well as annual programs the above, then need explanation stages systematic and measurable work that is divided into stages yearly (program period short) so that could be carried out by good and planned, as for explanation stages work the planned as following :

Year Program First (2018–2019)

Kesuma Education Foundation Elkaemde has an annual program first including (1) Embedding confidence and awareness in children educate about values faith and devotion to Almighty God One as well as obey perform worship according to with the religion he adheres to, this implemented by continuous, through activity study teaching in front class, activities religious, memorial day big religious nor implementation of joint worship, which is carried out by routine, spontaneity nor exemplary. (2) Embedding values discipline to whole student good in appearance and dress, orderly time, and carry out obligation as a student at school, through Activity Scouts and Marching Training by routine for whole students, because with attitude high discipline all something planned will be achieved with good and easy. (3) Prepare to make IT laboratory in skeleton develop interests and talents students and teachers in IT field is good inactivity study teach nor development ability in the field Technology informatics. (4) Build students in activity sports in particular fields Soccer, Futsal, Basketball, and Volleyball so they are capable compete in the field sport with fellow students in the district Sukabumi. (5). Cultivate trust self student that they capable compete with colleagues others who have opportunity schools in schools located in the city center, with method show the advantages they have and can rely upon accordance with specialty school them, so they own pride alone with what is and they have. (6). Arrange environment school Becomes environment following the specialty school that is School insightful special Environment The next life school with existing pages and areas could Becomes School Tours with Yards, Flower Gardens, Cultivation Plant Ornamental, Vegetable garden, Plants Medicine, Garden Fruit, and Fish Pond, so school Becomes beautiful and fun place for visited and students feel calm and serene in it, which in the end School Becomes a place for comparative

study, for example Beautiful, Clean, Green and Healthy Schools, and tourist arenas for other schools and communities

Year Program Second (2019–2020)

Kesuma Education Foundation Elkaemde has an annual program second that is (1) Embedding confidence and awareness in children educate about values faith and devotion to Almighty God One as well as obey perform worship according to the religion he adheres to, this is implemented by continuous, through activity study teaching in front class, activities religious, memorial day big religious nor implementation of joint worship, which is carried out by routine, spontaneity nor exemplary. (2) Embedding values discipline to whole student good in appearance and dress, orderly time, and carry out obligation as a student at school, through Activity Scouts and Marching Training by routine for whole students, because with attitude high discipline all something planned will be achieved with good and easy. (3) Prepare to make IT laboratory in skeleton develop interests and talents students and teachers in IT field is good inactivity study teach nor development ability in the field Technology informatics. (4) Build students in activity sports in particular fields Soccer, Football, Basketball, and Volleyball so they are capable compete in the field sport with fellow students in the district. Deli Serdang. (5) Cultivate trust self student that they capable compete with colleagues others who have opportunity schools in schools located in the city center, with method show the advantages they have and can rely upon following specialty school them, so they own pride alone with what is and they have. (6). Arrange environment school becomes environment following the specialty school that is School insightful special Environment The next life school with existing pages and areas could Becomes School Tours with Yards, Flower Gardens, Cultivation Plant Ornamental, Vegetable garden, Plants Medicine, Garden Fruit, and Fish Pond, so school Becomes beautiful and fun place for visited and students feel calm and serene in it, which in the end School Becomes a place for comparative study, for example Beautiful, Clean, Green and Healthy Schools, and tourist arenas for other schools and communities.

Year Program Third (2020–2021)

Kesuma Education Foundation Elkaemde has an annual program third namely (1) Embed confidence and awareness in children educate about values faith and devotion to Almighty God One as well as obey perform worship according to with the religion he adheres to, this implemented by continuous, through activity study teaching in front class, activities religious, memorial day big religious nor implementation of joint worship, which is carried out by routine, spontaneity nor exemplary. (2) Embedding values discipline to whole student good in appearance and dress, orderly time, and carry out obligation as a student at school, through Activity Scouts and Marching Training by routine

for whole students, because with attitude high discipline all something planned will be achieved with good and easy. (3) Prepare to make IT laboratory in skeleton develop interests and talents students and teachers in IT field is good inactivity study teach nor development ability in the field Technology informatics. (4) Build students in activity sports in particular fields Soccer, Futsal, Basketball, and Volleyball so they are capable compete in the field sport with fellow students in the district Sukabumi. (5). Cultivate trust self student that they capable compete with colleagues others who have opportunity schools in schools located in the city center, with method show the advantages they have and can rely on accordance with specialty school them, so they own pride alone with what is and they have. (6). Arrange environment school Becomes environment following the specialty school that is School insightful special Environment The next life school with existing pages and areas could Becomes School Tours with Yards, Flower Gardens, Cultivation Plant Ornamental, Vegetable garden, Plants Medicine, Garden Fruit, and Fish Pond, so school Becomes beautiful and fun place for visited and students feel calm and serene in it, which in the end School Becomes a place for comparative study, for example Beautiful, Clean, Green and Healthy Schools, and tourist arenas for other schools and communities.

Year Program Fourth (2021-222)

Kesuma Education Foundation Elkaemde has an annual program fourth among others (1) Embed confidence and awareness in children to educate about values of faith and devotion to Almighty God One as well as obey perform worship according to the religion he adheres to, this is implemented by continuous, through activity study teaching in front class, activities religious, memorial day big religious nor implementation of joint worship, which is carried out by routine, spontaneity nor exemplary. (2) Embedding values discipline to whole student good in appearance and dress, orderly time, and carry out obligation as a student at school, through Activity Scouts and Marching Training by routine for whole students, because with attitude high discipline all something planned will be achieved with good and easy. (3) Prepare to make IT laboratory in skeleton develop interests and talents students and teachers in IT field is good inactivity study teach nor development ability in the field Technology informatics. (4) Build students in activity sports in particular fields Soccer, Football, Basketball, and Volleyball so they are capable compete in the field sport with fellow students in the district Sukabumi. (5). Cultivate trust self student that they capable compete with colleagues others who have opportunity schools in schools located in the city center, with method show the advantages they have and can rely upon accordance with specialty school them, so they own pride alone with what is and the have. (6). Arrange environment

school Becomes environment by the specialty school that is School insightful special Environment The next life school with existing pages and areas could Becomes School Tours with Yards, Flower Gardens, Cultivation Plant Ornamental, Vegetable garden, Plants Medicine, Garden Fruit, and Fish Pond, so school Becomes beautiful and fun place for visited and students feel calm and serene in it, which in the end School Becomes a place for comparative study, for example Beautiful, Clean, Green and Healthy Schools, and tourist arenas for other schools and communities.

Term Strategy 12 Years Program

Long term strategy long can also be called with plan strategy from the results of research conducted at the Kesuma Education Foundation Elkaemde could is known that the (RENSTRA) is as follows:

Vision

Realize graduate students who commit Islam, Nationality, and Intelligence under demands need themselves, society, nation, and state.

Indicators :

- a. Orderly carry out worship
- b. Achievers in field academic
- c. Achievers in race eye lesson
- d. Achievers in Science and Mathematics competition
- e. Achievers in MTQ competition
- f. Achievers in PERSONS

Mission

1. Carry out Learning and Guidance effectively so that each student could develop potency herself by maximum.
2. Realize Faithful and pious students to Allah SWT. For made Foundation in life every day.
3. Realize students who have behavior morality Karima, polite knowledgeable, independently responsible answer as well as insightful nationality.
4. grow spirit intelligence and attitude high discipline that is entrenched in him and reflected in intelligence language and also in his behavior.
5. grow attitude creativity in students in learning extracurricular and extracurricular nor inactivity religious.
6. Develop abilities and skills for know and can, fine in learn, speak ability and performance excellence.
7. Equip and prepare the student for entering and continuing education level continued.

Objective period long on 12-year program tower in 2030, and by 2030 the Kesuma Education Foundation Elkaemde own objective among others (1) all graduate of is a pious person to Almighty God One as well as obey carry out his

religious teachings. (2) By 2030, have created land landscaping, plantations, well-organized farms with various types plant flowers, vegetables, and fruit, as well as animal decent cattle becomes center Comparative Study for other schools are good local, regional and national as well as created schools that don't only working as the place study but also works as a beautiful, green, clean and healthy place. (3) In 2030, the Achievement of Final Examination Results every eye lesson child educate at least 7.50 with the minimum mean score is 7.50. (4) By 2030, have a Work Team Scientific Tough teenager until capable compete at the National and International levels. (5) By 2030, have a Creativity Team Youth in the fields Knowledge Knowledge Technology and Computers, Academics, Arts Culture, and able English to compete at the National and International levels. (6) By 2030, have a team in a tough sport that can compete at the National and International levels. (7) By 2030, the Proportion of child students who are accepted in State Universities, Private Universities Reputed and Universities Abroad is at least 75%. (8) By 2030, all graduate is people who love and care about Environment Life, as well as capable Upgrade mark economical nor mark productive environment life child educate. (9) By 2030, all inhabitant schools have good students, office administration, teachers, and head school dominant and always using ICT as a learning medium, communication media good between inhabitant school nor external school. (10) By 2030, all teachers can afford to carry out Activity learning Teaching ahead of the class with refers to Multiple Intelligences from children learning, and use an approach based on the learning system of Quantum Teaching and Quantum Learning. (11) By 2030, have done Dual Education System in schools, namely System Boarding School System and School system built Special with carrying out subsidies cross financing education between participant education, with permanent carry out similarity service for the whole participant educate. (12) By 2030, have done Training Center Unit activities Enhancement The quality of teachers at MIS Kesuma LKMD for MIS Kesuma LKMD teachers is good in Teaching Education field nor Field Technology Information and Communication with refers to the Program of Activities Enhancement District Ministry of Religion Teacher Quality Next Pidie upgraded Become a Resource Center Learning (Teacher Learning Resource Center). (13) By 2030, have created an increase in production units sourced from results plantations, landscaping, and livestock family big MIS Kesuma LKMD capable funded activities schools that don't could be fulfilled through BOS funds and committee funds All school activity the managed through Cooperative Family The size of the MIS Kesuma LKMD consisting of teachers, employees, and committees School. (14) By 2030, teacher and team member welfare was fulfilled not only sourced from the Budget Income and Expenditure School just but through productive activities

created by the school following specificity attached to the school.

(Mukhtar, 2015) Plan development school covers appropriate vision, mission, goals with condition objective school, other than that targets, strategies, and programs, as well as allocation budget, Becomes plan in development for next done implementation in schools. (Wibowo, Nurmalasari, & Arifin, 2021) Benefits from school program plan so that the goals achieved by effective, coordinated coordination, consistency among planning and implementation, encouraging participation community and efficiency resource by sustainable. (Qarasyi, Habibah, & Mus, 2021) Focus from plan work annual school seen from good planning plan study, budget, exam and others, the second is execution and evaluation.

Implementation of School Program Plans at the Kesuma Education Foundation Elkaemde

Proper implementation of programs must have been planned, several applied programs to use Upgrade quality students as carrying out the recitation of the Qur'an for 30 minutes before the lesson begins, Implement prayer midday congregation. get used to shaking hands before entering or going out of classes with students and teachers. Complete needs of the Qur'an and Iqra. Held TPA extracurricular activities. get used to praying before or after a lesson. Carry out activity warning days great religion of Islam.

These programs are expected capable to provide a stimulus for a student to Upgrade skills and train them in deep knowledge of religion. Thus needs will religiosity be fulfilled effectively. Whereas additional skills that can call modern like Carry out all lessons eye lessons, carry out dance lessons, carry out painting lessons, carry out computer lessons, and carry out activity scouting.

Besides that, there is a program called Culture and Character Education Nation, this program is interpreted as education oriented to the system of thinking, values, morals, norms, and beliefs. Continuous culture continuously done expected the more cling to the self student so that shape character, character, morals, or personality someone. Culture and character education is business conscious and planned for realizing atmosphere and the empowerment process potential and culture participant educates To use build character personal or unique and good group as a citizen. Culture and character education realized early should be done in the environment family, because when remember should that education family is vehicle learning and habituation characters performed by parents and other adults in the family to the child as member family so that could come true family character noble reflected in behavior every day. Next, is scope unit education is vehicle coaching and development of character done by using (a) approach integrated with all eye lessons, (b) development culture unit education, (c) implementation activity co-curricular and extracurricular, as well as, (d) refraction behavior in

life in the environment unit education. Character building through unit education starts from education age early until education high.

Urgency education culture and character could be categorized into 3 kinds of function, that is function shaping, repairing, and filtering. Function formation and development potency that is development character nation working form and develop potency man or Indonesian citizens to think good, be careful good and behave well under philosophy life human. Next is Function repair and strengthening which is the development of the character of a nation working to repair and strengthen the role of family, unit education, society, and government for the following participation and be the responsible answer in development potency citizen and development of nation going to advanced, independent, and prosperous nation. The Final Function filter is the development of a character nation working similar culture nation alone and filters culture other nations who don't undervalue culture and character dignified nation.

Strengthening program education character done with planning (observation, meeting coordination, compiling work programs, program implementation, supervision, and evaluation), implementation (integration, cultivating, exemplary, and cooperation with parents), supervision, and evaluation (composing plan evaluating, supervising, processing data, and meeting repair) (Maisaro, Wiyono, & Arifin, 2018).

DISCUSSION

Optimizing the implementation of School-Based Management in schools is through a careful and thorough strategy for preparing school development plans. This plan is aimed at increasing the ability of schools to produce quality graduates, improving educational infrastructure and schools having the keys to learning wisely available. Apart from that, the strategy for preparing the school development plan is important in order to increase the trust of stakeholders (stakeholders). Because only with a partnership pattern with stakeholders can school development run optimally and effectively.

The strategy for preparing a school development plan is the process of developing a plan to improve the performance of a school on an ongoing basis. The main difference between a development plan and other plans lies in the objectives, while the hierarchy of goals and plans applies to the development plan. The objectives to be achieved in the development plan are better results than what has been done by the school so far. (Setiyanti, Palekahelu, & Sedyono, 2016) The purpose of the school development plan is to provide guidance in the development of strategic plans and to help improve the quality of education.

School development plans are prepared so that schools continuously improve their performance. Therefore, apart from being based on the school's vision and mission, development planning must be based on a deep understanding of the existence and condition of the school at the time the development plan was drawn up. This kind of understanding can be done through a study and in-depth study of the internal conditions and the external environment in which the school is located.

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Besides that, school development should also pay attention to the goals of building student character. The reflected morality is the result of a pre-determined plan. (Hariyati, 2014) The key to the successful implementation of the development plan in schools lies in the empowerment of culture and cultural values. (Dobson & Dobson, 2021) Character building has the potential to empower students towards thinking that is more community, active, socialist and respectful.

With the formation of an attitude, value or character that is the distinction of a school, it will make the school more attractive, have special characteristics and characteristics to be shown to all users or the community.

CONCLUSION

Drafting Strategy Plan Development Schools at the Kesuma Education Foundation Elkaemde, pay attention to some things such as Term Strategy Short Annual Program in the form of Year Program First (2018–2019), Program Year Second (2019–2020), Year Program Third (2020–2021), Year Program Fourth (2021–2022). Long Term Strategy 12 Years Program in the form of vision, mission, and goals. Implementation of school program plans at the Kesuma Education Foundation Elkaemde for the sake of achieving set goals previously own many program activities, such as religious programs, arts, and technology information. Besides that in programs that have set This is also a goal for shape character cultured students wise.

SUGGESTION

As for suggestions that can be written convey is should every the school you want to develop school should have a drafting strategy plan development detailed and detailed school for development school truly walk with good and smooth.

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