Application of Strategic Management in Educational Organizations

BY

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Abstract

This research explores the application of strategic management principles within educational organizations, aiming to enhance their performance and adaptability in a rapidly changing educational landscape. The study investigates how educational institutions, from primary schools to universities, implement strategic management practices to achieve their organizational goals and sustain long-term success. The article focused on the key components and steps involved in strategic management within educational organizations These components include vision and mission development, environmental analysis, strategic goal setting, strategy formulation, strategy implementation, monitoring and evaluation, and leadership and governance which are examined to understand their impact on educational outcomes. Through qualitative research methods, a literature review of related documents which include published national and international journals, books, seminars, presentations, speeches, and interviews with educational leaders, the research identifies best practices and common challenges faced by educational organizations. The findings highlight the importance of a clear vision, effective leadership, and continuous improvement in fostering an environment conducive to academic excellence and innovation. The study suggests that ◦ educational leaders develop and implement strategic initiatives that align with their institution's mission and objectives, ultimately contributing to the advancement of the educational sector.

Keywords: Application, Strategic Management, Educational Organizations

INTRODUCTION:

Strategic management, a concept traditionally associated with corporate environments, has become increasingly pertinent to educational organizations. The complexity and dynamism of the contemporary educational landscape demand that schools, colleges, and universities adopt strategic management practices to navigate challenges and seize opportunities effectively. This research article, delves into the application of strategic management principles within the educational sector, aiming to provide a comprehensive analysis of how these practices can enhance institutional performance and educational outcomes. Ghafar (2021) strategic planning at MA Amanatullah Banyuwangi starts by formulating its vision, mission, and goals with input from all stakeholders, then forms a strategic planning team. This team conducts a detailed analysis to formulate strategic plans and options. The strategic plan is implemented through specific work assignments and collaborative efforts, followed by evaluating the execution of these plans. Ghafar's (2021) strategic planning process improves school governance by providing guidelines for enhancing the quality of educators and staff, improving

student services, and fostering effective cooperation with all stakeholders of the Madrasah Aliyah Amanatullah. Bidin A. (2017) states that equitable instructional practice for all is key to educational development, especially for African American Students in urban schools.

Educational organizations operate in a milieu characterized by rapid technological advancements, evolving societal needs, and stringent regulatory requirements. Consequently, they face the dual challenge of maintaining academic excellence while ensuring operational efficiency and financial sustainability. Strategic management offers a robust framework for addressing these challenges by enabling educational leaders to formulate, implement, and evaluate strategies that align with their institution's mission and vision. Khozhanova et al. (2019) describe strategic planning as a technological process involving a series of interconnected actions. Khozhanova et al. (2019) strategic planning as a technological process stems from the recognition of the need to develop a strategy and continues through to its implementation. The significance of strategic management in education is underscored by its potential to foster innovation,

improve resource allocation, and enhance stakeholder engagement. By adopting strategic approaches, educational institutions can better anticipate and respond to external pressures such as policy changes, demographic shifts, and global competition. Furthermore, strategic management facilitates a proactive rather than reactive stance, allowing institutions to shape their future rather than merely adapt to it. Adžić (2018) argues that the concept of the learning organization, as a prescriptive theory, should be discarded in academic circles. Samaniego et al. (2024) it is important to offer improved teaching methods to develop creative thinking, which enhances education and equips people to face the challenges of the 21st century. Lara-Navarra et al. (2024) identify distinct characteristics in the educational sector, helping universities make strategic decisions in complex global environments. Lara-Navarra et al. (2024) employ analytical techniques based on future research to pinpoint trends and innovative practices in diverse educational contexts worldwide.

Zakariah, A. Ghani, and Radzi (2023) emphasizes the importance of strategic leadership for school leaders, highlighting a significant gap in research on the topic within the field of education, particularly in Malaysia. Zakariah, A. Ghani, and Radzi (2023) identified three key dimensions of strategic leadership in Malaysian schools which were mission, vision, and values; futuristic thinking skills; and leading a change strategy. Zakariah, A. Ghani, and Radzi (2023) call for further research to develop a strategic leadership model for teacher leaders in Malaysia to deepen the understanding of this construct. Parakhina et al. (2017) examine and address the inefficiencies in the strategic development and management of Russian universities, aiming to enhance their global competitiveness. Parakhina et al. (2017) findings indicate that the major issue is the lack of strategic flexibility within the management structures of Russian universities, which hinders their competitiveness. Parakhina et al. (2017) highlight successful strategic management practices from leading Russian universities and underscore the potential of these institutions to leverage their historical strengths as a resource for improving strategic management and global standing. Nur Ilmiyati, Muhiri, and Supriyatno (2022) discuss how public High School 1 Ciamis applied David Hunger's theory to manage and improve its performance as an excellent educational institution. Nur Ilmiyati, Muhiri, and Supriyatno (2022) identified several key findings starting from the school-conducted environmental analysis using SWOT analysis although strategy formulation lacked a clear focus on objectives. the implementation of strategies, including program and budget execution, followed procedures effectively. According to Nur Ilmiyati, Muhiri, and Supriyatno (2022) the school consistently evaluated and controlled its strategies, revealing areas for improvement while the school applied strategic management aspects, there's room for optimization in achieving its goals.

Pohan, Murniati, and Bahrun (2023) focuses on how management practices impact the quality of education. They delve into strategic initiatives, their execution, assessment,

and factors influencing educational quality improvement. Pohan, Murniati, and Bahrun (2023) highlighted alignment with city vision, stakeholder involvement, strategic evaluation through meetings and accountability reports, and factors like location, resources, and professional development as crucial for enhancing educational quality. Wren (2011) touches on the international impact of scientific management, sparking development and ideas in various countries beyond the United States. Latorre-Medina and Blanco-Encomienda (2013) discussed aims to contribute to the transformation by examining the current state of change and emphasizing sustainable improvement in education as a primary goal of educational management. Latorre-Medina and Blanco-Encomienda (2013) highlight the importance of focusing on improvement within educational institutions themselves. They identify key elements such as strategic educational management and effective educational leadership as essential for achieving improvement, based on a growing consensus in national and international research. Latorre-Medina and Blanco-Encomienda (2013) outline implications for improving educational practices, including the need for specific competencies for professionalizing educational management.

Ramdhan and Syafe'i (2019) looked at educational challenges in Indonesia, particularly the transition from junior high school to senior high school. Ramdhan and Syafe'i (2019) focused on strategic management in Sukabumi City's education office to improve educational participation. They found that while some strategies like financial support were successful, others like dropout prevention faced challenges. Ramdhan and Syafe'i (2019) the implementation of strategic management was evaluated based on system, types, and management aspects.

Method

In this research, the qualitative research method was used to get details information about the application of strategic management in educational organizations. This research method incorporates a variety of data sources, including interviews, observations, and document analysis, offering a holistic view of strategic management. The purpose of this research is to investigate the application of strategic management in educational organizations. The focus is on the main components of strategic management which include Vision and Mission Development, Environmental Analysis, Strategic Goal Setting, Strategy Formulation, Strategy Implementation, Monitoring and Evaluation, and Leadership and Governance which are examined to understand their impact on educational outcomes. The research also includes a case study approach to provide rich, contextualized insights into strategic management in educational organizations, contributing to both theoretical understanding and practical applications in the field. It allows researchers to explore complex issues in real-life settings.

Result and Discussion

Strategic management in educational organizations involves the systematic planning, implementation, and evaluation of

strategies to achieve the institution's goals and objectives. It is a continuous process that helps educational institutions navigate their complex and dynamic environments. The key components and steps involved in strategic management within educational organizations stem from Vision and Mission Development, Environmental Analysis, Strategic Goal Setting, Strategy Formulation, Strategy Implementation, Monitoring and Evaluation, and Leadership and Governance. To get a thorough understanding of how these components are applied and how they impact educational organizations, this article delves into the entirety of each of these main components of strategic management within educational organizations as follows:

Vision and Mission

The vision of an organization defines the long-term aspirations of the institution, providing a clear picture of what the organization hopes to become. In other words, the vision of an organization is a concise and inspirational statement that defines the desired future state or long-term aspirations of the organization. It provides a clear picture of what the organization aims to achieve and serves as a guiding star for strategic planning, decision-making, and goal-setting. The vision statement helps align the efforts of employees, stakeholders, and partners by providing a shared sense of purpose and direction. Yadav and Prakash (2022) discusses the growing importance of sustainable development in today's business landscape and the need for managers who are well-versed in sustainability challenges. Yadav and Prakash (2022) emphasize the necessity for the management of educational institutions to update their curriculum to meet industrial demands and address environmental and social needs. Yadav and Prakash (2022) aim to identify factors influencing the integration of sustainability in education management in India. Mursidi (2017) discusses how implementing strategic management in education can help achieve organizational goals. Mursidi (2017) focuses on the strategic management practices adopted by the College of Teacher Training and Education Singkawang (STKIP Singkawang). Mursidi (2017) highlights two strategic management practices at STKIP Singkawang which are the use of a factual model of strategic management and the implementation of innovative strategic decisions.

The mission statement of an organization describes the institution's core purpose, its primary objectives, and the approach it will take to achieve these goals. A mission statement of an educational organization is a concise declaration that defines the core purpose, values, and primary objectives of the institution. It outlines the organization's fundamental reason for existence and serves as a guiding principle for all its activities and decision-making processes. de Oliveira et al. (2023) explore the application of organizational culture and strategic management within the public sector, focusing on school management. de Oliveira et al. (2023) emphasized the significance of systematic reviews in identifying research gaps and proposed a systematic review protocol for further research in this domain. The key elements typically found in a mission statement of an educational organization start with the purpose that articulates why the institution exists, highlighting its commitment to education, learning, and the overall development of its students. Therefore, the focus should be on providing high-quality education, fostering intellectual growth, or preparing students for future challenges. The mission statement often reflects the core values and beliefs of the organization, such as integrity, inclusivity, excellence, innovation, and community engagement. These values guide the behavior and practices of the institution.

The mission statement specifies the primary goals and objectives that the institution aims to achieve. This might include academic excellence, research advancement, student support, and community service. It identifies the primary beneficiaries of the institution's efforts, such as students, faculty, staff, and the broader community. The mission statement may emphasize the desired outcomes for students, such as critical thinking skills, ethical behavior, career readiness, and lifelong learning. Marlina and Tjahjadi (2020) reviews research on how strategic management accounting impacts university performance. Marlina and Tjahjadi (2020) discuss the evolution of their research from simpler themes like design suitability to more complex areas like intellectual capital, financial statements, stakeholder behavior, and quality management. Marlina and Tjahjadi (2020) conclude that their understanding of this relationship is still limited and suggest areas for future research.

The mission statement serves as a foundation for the institution's strategic planning and helps align its programs, policies, and practices with its stated purpose and values. It communicates the organization's direction and intentions to stakeholders, including students, parents, staff, and the community, ensuring everyone is working towards the same goals. BAĞIŞ (2021) explore various factors influencing decision-making and strategy in management. They emphasize individual-level factors like sense-making, human/social capital, and emotions, which guide managerial attention and entrepreneurial activities. BAĞIŞ (2021) the organizational level, and dynamic capabilities are highlighted, while competitive dynamics and behavioral strategies are key themes in understanding strategic phenomena.

Environmental Analysis

Analysis of both the internal and external environment of the institution must be done for efficient and effective strategic management. Assesses the institution's internal environment, including its resources, capabilities, and performance. This often involves a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). Examines the external environment, including market trends, regulatory changes, technological advancements, and competitive landscape. Tools such as PESTEL analysis (Political, Economic, Social, Technological, Environmental, and Legal factors) can be useful. Amoli and Aghashahi (2016) discuss the growing emphasis on transforming education and the importance of strategic management for educational institutions. Amoli and

Aghashahi (2016) highlight the need to identify the starting point of this transformation and the factors contributing to strategic management success. Amoli and Aghashahi (2016) focus on investigating these success factors within an educational complex, arguing that strategic management is crucial not only for productive and commercial institutes but also for schools, where human development is central. According to Amoli and Aghashahi (2016) schools, with their focus on knowledge, skills, and awareness, benefit from purposeful planning to become high-performing. Amoli and Aghashahi (2016) strategic management in schools helps in planning, predicting changes, managing resources, and converting threats into opportunities and properly assigning roles and responsibilities motivates staff to perform effectively.

An internal analysis of an educational institution involves evaluating its internal resources, capabilities, and operations to understand its strengths and weaknesses. Therefore, identifying and analysing the institution's tangible and intangible resources is core. Tangible resources may include physical facilities, equipment, financial assets, and technological infrastructure. Intangible resources can include intellectual property, reputation, human capital (faculty, staff, administrators), and organizational culture. Capability evaluation is a step that involves assessing the institution's capabilities and competencies. This includes examining the skills, knowledge, and expertise of its workforce, the effectiveness of its administrative systems, and its ability to innovate and adapt to changing educational landscapes. Operational Analysis focuses on evaluating the efficiency and effectiveness of the institution's operational processes. It includes reviewing how well the institution manages its finances, allocates resources, delivers educational programs, supports students, and engages with stakeholders. Herawaty, Hartono, and Ramadhan (2020) highlighted strategic planning activities such as vision and mission formulation, analysing opportunities and threats, opening enrichment classes, improving learning processes, and enhancing educator quality. Carvalho et al. (2021) highlight the importance of strategy and strategic leadership for school leaders, pointing out that these have been largely neglected in educational leadership research. Most existing research on strategy and strategic leadership comes from non-educational fields, leaving a significant gap in education-specific studies.

Apply SWOT Analysis by using the information gathered from the resource assessment, capability evaluation, and operational analysis. An internal analysis typically includes a SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. This analysis helps identify areas where the institution excels (strengths), areas that need improvement (weaknesses), potential avenues for growth and improvement (opportunities), and external factors that could pose challenges (threats). An environmental analysis of an educational institution is not limited to internal factors alone but also involves examining various external factors that can influence the institution's operations, strategies, and overall performance. These factors can be both macro-level (such as

economic, social, technological, legal, and environmental trends) and micro-level (such as local community dynamics, competitors, and industry regulations). To do a thorough external analysis of an institution, the leader must think of the economic conditions of the region where the institution is located, such as GDP growth, inflation rates, unemployment rates, and overall economic stability. Economic factors can impact funding for education, student enrolment, and the institution's ability to invest in infrastructure and technology. Also, Social factors encompass demographic trends, cultural norms, societal values, and lifestyle changes must be considered. For educational institutions, this can influence student preferences, diversity initiatives, community engagement strategies, and the demand for certain types of programs or courses.

Technological Factors are key to referring to advancements in technology that can impact teaching methods, learning experiences, administrative processes, and infrastructure development. Examples of e-learning platforms, educational apps, data analytics for student performance tracking, and virtual reality tools for immersive learning. The analysis must also look into the Legal and Regulatory Factors. Educational institutions must comply with various laws and regulations related to education, employment, safety, and accreditation. Changes in these legal frameworks can affect policies, curriculum requirements, student rights, financial aid programs, and institutional governance. Environmental factors also play a role in the external analysis of an institution. This includes considerations related to sustainability, environmental regulations, and green initiatives. Educational institutions may assess their environmental impact, adopt eco-friendly practices, incorporate environmental education into their curriculum, and participate in community environmental projects.

Based on the findings from the internal and external environmental analysis of an institution, educational institutions can develop strategic plans to capitalize on their strengths, address weaknesses, leverage opportunities, and mitigate threats. This strategic planning process often involves setting goals, defining strategies, allocating resources, and establishing performance metrics to measure progress. In essence, an internal and external analysis of an educational institution provides a comprehensive understanding of its internal and external dynamics, which is crucial for making informed decisions, improving performance, and achieving long-term success. Rabee (2014) explore the potential for implementing innovations in educational organizations, using the University of Jordan as a case study due to its status as one of the oldest and leading universities in Jordan. Rabee (2014) indicated that successful long-term management of human resources and the innovation process is feasible.

Strategic Goal Setting

Wahib (2023) explore strategic management practices at Al-Amin Mojokerto Islamic Boarding School to enhance its competitiveness. According to Wahib (2023) the school experiences growing student enrolment yearly, attributed to

effective management, good communication between leadership and foundation, additional staff, and infrastructure improvements. Ramsden (2001) the new public management movement has integrated private sector principles into public services, necessitating the increased use of strategic management in higher education. According to Ramsden (2001), strategic management has been underutilized in teaching and learning.

Strategic goal setting in educational institutions refers to the process of defining long-term objectives and outlining the steps needed to achieve them effectively. It involves aligning the institution's mission and vision with specific, measurable, achievable, relevant, and time-bound (SMART) goals. This involves Mission and Vision Alignment. The process starts by understanding the institution's mission (its purpose, values, and core principles) and vision (its long-term aspirations and goals). Strategic goals should align with these foundational elements to ensure coherence and direction. Identifying strategic goals you want to achieve, educational institutions typically have several areas where they aim to excel, such as academic excellence, student success, research output, community engagement, or financial sustainability. Strategic goals could focus on improving graduation rates, enhancing teaching quality, increasing research funding, expanding international collaborations, and so on. Munir and Kholipah (2024) conclude that Madrasah DTA Al-Ishlahul Athfal Cirebon enhances the quality of education through a strategic management process involving several key stages which include: analysis of the internal and external environment, formulation of strategic management, implementation of strategic management, evaluation of strategic management and results of strategic management. Munir and Kholipah (2024) this structured approach aims to systematically improve the educational quality at Madrasah.

Each strategic goal should meet the SMART criteria which should be Specific to clearly define what needs to be achieved and establish measurable indicators to track progress. Ensure goals are realistic and attainable with available resources and those goals should align with the institution's mission and strategic priorities. Those goals must be time-bound by setting deadlines or milestones to create a sense of urgency and accountability. Once strategic goals are defined, action plans are developed to outline the steps, resources, responsibilities, and timelines needed to achieve each goal. This involves breaking down larger goals into smaller, manageable tasks. Regular monitoring and evaluation are essential to track progress, identify challenges or deviations from the plan, and make necessary adjustments. Key performance indicators (KPIs) are often used to measure success against established goals. Educational institutions must remain agile and responsive to changes in the internal and external environment. Feedback mechanisms, such as surveys, stakeholder consultations, and performance reviews, help gather insights for continuous improvement. It is also crucial to communicate strategic goals across the institution to ensure everyone understands their role in achieving these goals. Alignment of individual, departmental, and institutional

objectives fosters a shared sense of purpose and collaboration. Metro et al. (2022) examine the stages of strategy formulation, implementation, and evaluation. According to Metro et al. (2022), this Involves creating a vision, mission, and goals based on an analysis of internal and external conditions, followed by developing a strategic plan and Madrasah profile. The Strategy Implementation Includes elaborating the formulated strategy into specific activities such as organizing the organizational structure, assigning tasks based on qualifications and competencies, socializing the Madrasah's potential and staff, conducting education and training, continuing further studies, allocating budgets for teacher quality improvement, and managing teacher career development and mutations. The strategy evaluation is conducted through teacher competency tests, performance assessments, and certification processes. Therefore, strategic goal setting in educational institutions provides a roadmap for progress, fosters accountability, and helps institutions stay focused on their core mission while adapting to evolving challenges and opportunities.

Strategy Formulation

Strategy formulation refers to developing strategies or plans to achieve specific goals and objectives. It involves assessing the current situation, understanding the organization's capabilities and resources, identifying opportunities and threats in the internal and external environment, setting objectives, and determining the best course of action to achieve those objectives. In educational institutions, strategy formulation refers to developing a comprehensive plan or approach to achieve specific goals and objectives. These goals could relate to academic excellence, student success, institutional growth, financial sustainability, community engagement, or any other aspect deemed important by the institution. Widiawati, T., and Sutarsih (2019) examines the strategic management processes at SMPN 3 Ampek Angkek, a school established in 2017 that has achieved significant accomplishments and developed notable programs. According to Widiawati, T., and Sutarsih (2019) planning: Involves systematic procedures for data collection and the formulation of the school's vision, mission, goals, and objectives is paramount. Widiawati, T, and Sutarsih (2019) this was done by a team including the Head of the Sub-district, the Nagari Regent, the Chair of Tradition Meeting in Nagari, Bamus, and teachers. Widiawati, T, and Sutarsih's (2019) implementation follows established work plans and terms (RKS), encompassing both internal and external school work plans, with active participation and commitment from all stakeholders. Widiawati, T., and Sutarsih (2019), evaluation is conducted continuously through self-evaluation instruments involving all stakeholders. The strategic management approach has enabled SMPN 3 Ampek Angkek to achieve its goals effectively.

Strategy formulation can be focused on three aspects which include Corporate Strategy, Business Strategy, and Functional Strategy as follows:

1. **Corporate Strategy**

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Corporate strategy involves the overall scope and direction of the entire organization. It defines the goals and objectives of the organization as a whole and outlines how it will achieve them. In an educational organization, the corporate strategy would encompass decisions about the types of educational services offered, the target student demographics, geographic reach (local, national, international), partnerships with other institutions or organizations, and the overall mission and vision of the institution. For instance, a university's corporate strategy might involve expanding its online course offerings to reach a global audience, establishing partnerships with industry leaders for research collaborations, and diversifying its revenue streams by offering executive education programs.

2. Business Strategy

The business strategy focuses on how a specific business unit will compete within its market segment. It involves decisions related to positioning the organization competitively, identifying target markets, and allocating resources effectively to achieve competitive advantage.

In education, business strategy would pertain to specific departments or programs within the institution. This could include strategies for attracting and retaining students, setting tuition fees, differentiating the institution from competitors, and leveraging technology for instructional delivery. For instance, a school's business strategy might involve differentiating itself by offering specialized MBA programs in emerging industries, investing in state-of-the-art learning technologies, and creating partnerships with companies for internships and job placements.

3. Functional Strategy

Functional strategy focuses on the activities and processes within specific functional areas of the organization, such as marketing, finance, operations, human resources, and IT. It aligns these functions with the overall business and corporate strategies.

In educational institutions, functional strategies would be tailored to each department or functional area. For instance, the marketing department would have a strategy to attract students and promote the institution, while the finance department would focus on budgeting, fundraising, and financial planning. Within a university, the functional strategy for the IT department might involve implementing learning management systems, ensuring cybersecurity measures are robust, and leveraging data analytics for student success initiatives. These strategies work together cohesively, with corporate strategy setting the overarching direction, business strategy guiding competitive positioning, and functional strategies ensuring that each area of the organization contributes effectively to the overall goals and objectives.

Strategy Implementation

Implementing strategy in an educational organization involves several key components which include Leadership and Vision. Clear leadership with a strong vision is crucial. Leaders should articulate a compelling vision for the organization's future and ensure alignment of strategies with this vision. Make strategic planning which includes defining goals, objectives, and action plans based on the organization's mission and vision. It involves assessing strengths, weaknesses, opportunities, and threats (SWOT analysis) to develop strategies that leverage strengths and mitigate weaknesses. Mondkar (2017) despite the large number of institutions, none have ranked in the top 200 world university rankings for 2015-2016, which is a concern for industry experts. Mondkar (2017) this issue could be addressed by integrating strategic management with higher education.

Resource allocation is very significant in the strategy implementation process. Efficient allocation of resources, including financial, human, and technological resources, is vital. Resources must be aligned with strategic priorities to support implementation effectively. Communication and Stakeholder Engagement also prove to be pivotal in the strategy implementation process. Effective communication ensures that all stakeholders understand the strategy, their roles, and how they contribute to achieving strategic goals. Engaging stakeholders such as teachers, students, parents, and community members foster commitment and support. Monitoring and Evaluation maintain quality assurance in educational organizations. Establishing key performance indicators (KPIs) and monitoring progress is essential. Regular evaluation helps identify areas of success and areas needing improvement, enabling timely adjustments to strategy implementation. Nuryanta (2018) discusses how strategic management is implemented to achieve competitive advantage at the Islamic University of Indonesia (UII) in Yogyakarta. Nuryanta (2018) has two main goals explaining UII's understanding of strategic management and identifying factors that support its implementation for competitive advantage.

Professional development is also important in the strategy implementation process. Providing ongoing training and professional development opportunities for staff ensures they have the necessary skills and knowledge to support strategy implementation successfully. Creating a supportive organizational culture that embraces change is critical. Leaders should manage resistance to change effectively and foster a culture of innovation, adaptability, and continuous improvement. Collaboration and partnerships with other educational organizations are also supporting factors in the strategy implementation process. Collaborating with other educational institutions, government agencies, businesses, and community organizations can provide valuable resources, expertise, and opportunities for implementing strategic initiatives. Mesra et al. (2024) strategic plans benefit educational institutions in several ways. They enhance critical mass among motivated and skilled employees, optimize organizational performance, aid in implementing continuous improvement, guide decision-making, and facilitate progress measurement. Make sure technology integration is involved. Leveraging technology effectively can enhance teaching and learning, streamline administrative processes, and improve

communication within the organization. Anticipating and managing risks, such as budget constraints, regulatory changes, or external disruptions, is essential to ensure the successful implementation of strategic initiatives. By addressing these aspects comprehensively, educational organizations can enhance their capacity to implement strategies effectively and achieve their desired outcomes.

Monitoring and Evaluation

Monitoring and evaluation (M&E) in educational organizations refer to systematic processes designed to assess the performance and effectiveness of educational programs, initiatives, and policies. These processes are crucial for ensuring that educational goals are being met, identifying areas for improvement, and making informed decisions for future actions. Monitoring is the continuous process of collecting and analysing data to track the progress of an educational program or activity. It focuses on assessing whether the activities are being implemented as planned and if the desired outputs are being achieved. Ensure activities are on track and identify any deviations from the plan. Provide real-time information for timely decision-making and corrective actions and ensure resources are being used efficiently. There must be daily activities for regular data collection (e.g., attendance records, completion rates, resource allocation). Observations and site visits to get feedback from stakeholders (students, teachers, parents) are needed. Burhanuddin et al. (2023) delved into how participative management, a form of empowerment strategy, impacts employee performance in areas like commitment, attendance, and customer service quality.

There must be progress reports for evaluation. Evaluation is the systematic assessment of an educational program's design, implementation, and outcomes. It aims to determine the program's effectiveness and impact. This is to assess the achievement of objectives and goals and determine the program's impact on students and other stakeholders. Identify strengths and weaknesses to inform policy and decision-making and provide evidence for future program development and funding. This evaluation must involve formative evaluation that must be conducted during program development and implementation to improve the program's design and performance. The summative evaluation must be also conducted after program completion to assess its overall impact and effectiveness. The process of evaluation must focus on the implementation process, examining how the program was delivered. Conduct outcome evaluation that also assesses the short-term and long-term outcomes of the program. Gunawan and Shieh (2023) present strong evidence for combining Multiple Intelligences teaching strategies with technology-enriched environments in business administration education, despite some limitations. Njonge's (2023) study finds a significant positive correlation between co-creation role behavior and educational experiences, with feedback, helping, and responsible behaviors particularly impactful.

Leadership and Governance

Effective leadership is crucial for strategic management. Leaders must be able to inspire, influence, and guide their teams toward achieving strategic objectives. Clear governance structures ensure accountability and facilitate decision-making processes. One of the key considerations in strategic management for educational organizations can be stakeholder involvement. Engaging various stakeholders such as faculty, students, parents, and community members in the strategic management process ensures that different perspectives are considered and increases the likelihood of successful implementation. Muhammad Ilham (2021) discusses the importance of organizational culture within schools, emphasizing that it shapes the school's identity and character. Muhammad Ilham (2021) highlights the role of good school leaders in improving organizational culture to provide quality education. The principal's plan involves enhancing educational services, monitoring school performance through a management plan, and focusing on corporate culture components.

Incorporating technology in strategic management can enhance data collection, analysis, and communication processes. This includes leveraging learning management systems (LMS), data analytics, and other digital tools to support strategic initiatives. Quality assurance in education must take center stage. Maintaining high standards of quality in education through continuous assessment and improvement of teaching methods, curriculum, and overall institutional performance is essential. Educational organizations must remain flexible and innovative to respond to changing educational demands, technological advancements, and societal needs. This may involve adopting new teaching methodologies, expanding online education, and developing new programs. Palah et al. (2022) delve into the issue of low-quality education due to insufficient strategic management among principals in certain vocational high schools in Sukabumi Regency. Palah et al. (2022) aim to analyze and understand how principals' strategic management impacts educational quality at these schools, focusing on aspects like environmental analysis, formulation, implementation, supporting and inhibiting factors, and evaluation of strategic management. Palah et al. (2022) highlight the importance of effective planning, implementation, and evaluation processes while identifying factors like competence, communication, and discipline as crucial elements influencing strategic management's success in improving education quality.

Strategic Management in Educational Organizations from the primary to the university level is crucial as many universities develop comprehensive strategic plans outlining their goals for research, teaching excellence, community engagement, and global partnerships. School districts may implement strategic initiatives aimed at improving student outcomes, integrating technology in classrooms, enhancing teacher professional development, and fostering inclusive education environments. Community colleges often focus on workforce development, creating partnerships with local businesses, and

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offering programs that meet community needs. Therefore, Strategic management in educational organizations is a dynamic and multifaceted process that requires careful planning, execution, and evaluation. By adopting a strategic approach, educational institutions can better navigate challenges, capitalize on opportunities, and fulfill their mission of providing high-quality education. Allen and Chaffee (1981) the role and utility of the rational model, along with other decision-making models, are important considerations in the context of higher education institutions. Allen and Chaffee (1981) these models help guide how decisions are made within these institutions, influencing their effectiveness and outcomes.

To provide rich, contextualized insights into the application of strategic management in educational organizations, the researchers used a case study to get practical information from the principal of SDA Secondary School Kissy Freetown, Sierra Leone, aimed at enhancing academic excellence, promoting diversity and inclusion, and improving school finance as the school's primary strategic plans. In an online interview with the Principal of SDA Secondary School, between the 2017/2021 academic years, the school serves a diverse student population of over 1,000 students. Despite having some excellent performance, SDA Secondary School has faced challenges with academic performance disparities, insufficient inclusion practices, and financial constraints. The school embarked on a strategic management initiative to address these issues comprehensively. To achieve its strategic management plans, the school focuses on raising the overall academic performance of students and closing the achievement gaps between different students, fostering an inclusive environment that celebrates diversity and ensures equity for all students, and optimizing financial resources to ensure sustainable funding for educational programs and infrastructure.

In our interview interaction with the principal of SDA secondary school, the first phase of the process of achieving the school's strategic management plan was through stakeholder engagement. He conducted extensive consultations with teachers, parents, students, community leaders, and business partners to identify key issues and gather input and formed advisory committees to ensure ongoing stakeholder involvement. He analyzed academic performance data, demographic information, and financial reports to understand current standings and identify gaps. He utilized SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to shape strategic priorities. He pays attention to the school's vision and mission statements to reflect a commitment to academic excellence, diversity, and financial sustainability.

Phase two of the school Strategic management was strategy formulation. According to him, he implemented a school-wide curriculum overhaul to align with best practices and Sierra Leone Teaching Service Commission standards. He introduced professional development programs for teachers focusing on innovative teaching strategies and data-driven

instruction. He established a system for regular assessment and feedback to monitor student progress and adjust teaching methods accordingly. The school developed programs aimed at recruiting and retaining a diverse staff to reflect the student body's demographics and introduced multicultural education curricula and anti-bias training for staff and students. The school created support systems such as mentoring programs for students and forums for parental involvement.

The school conducted a thorough financial audit to identify inefficiencies and areas for cost savings. The school developed a transparent budgeting process involving key stakeholders to ensure the alignment of financial resources with strategic priorities. The school administration pursued alternative funding sources including loans and school parents' fundraising efforts. In this phase, the school established cross-functional teams to oversee the implementation of various strategic initiatives and assigned clear roles and responsibilities to ensure accountability.

The principal also developed a robust monitoring and evaluation framework with key performance indicators to track progress against goals and conducted quarterly reviews to assess progress, address challenges, and make necessary adjustments. The school maintained open lines of communication with all stakeholders through regular updates, CTA meetings, Phone calls, emails, etc. The school always celebrated successes and shared best practices to build momentum and maintain engagement, the principal expressed.

As a result of the implementation of strategic management at SDA Secondary School as explained above, the school within two years, saw a significant increase in student test scores and graduation rates, and achievement gaps narrowed, particularly between boys and girls and economically disadvantaged students. There was a noticeable improvement in the school climate, with surveys indicating higher levels of student and staff satisfaction regarding inclusivity. Increased representation of every staff and a more culturally responsive curriculum led to better student engagement and reduced disciplinary incidents. Financial audits and new budgeting processes resulted in cost savings, allowing for reinvestment in critical areas such as infrastructure and extracurricular programs. Successful community teacher partnerships brought in additional funding to support innovative educational initiatives in the SDA secondary school Kissy, Freetown, Sierra Leone.

The strategic management approach adopted by SDA Secondary School demonstrates the power of a comprehensive, stakeholder-driven strategy in transforming educational organizations. By focusing on academic excellence, diversity and inclusion, and robust financial management, SDA Secondary School not only improved student outcomes but also created a more equitable and sustainable educational environment. This case study underscores the importance of strategic planning and continuous evaluation in achieving long-term success in educational organizations.

Discussion

The research findings indicate that establishing a clear vision and mission is crucial for educational organizations. A well-defined vision provides a sense of direction and purpose, while a mission statement outlines the organization's core values and goals. The Studies highlight the importance of involving stakeholders, including faculty, students, parents, and community members, in the development process to ensure alignment and ownership of the vision and mission. Mursidi (2017) two key strategic management practices are evident which include the factual model of strategic management and Innovative Strategic Decisions. In the factual model of strategic management, the institution employs a practical, real-world approach to strategic management in its operations. Mursidi (2017) the Innovative Strategic Decisions, the management implements various types of innovative strategic decisions to drive the institution forward.

The research also proves that environmental analysis involves assessing internal and external factors that can impact an educational institution's operations and strategic decisions. Findings emphasize the significance of conducting thorough SWOT (Strengths, Weaknesses, Opportunities, Threats) analyses, PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analyses, and competitor analyses. Understanding these factors helps organizations anticipate challenges, capitalize on opportunities, and stay competitive. Rabee's (2014) results indicated that effective human resource management and innovation processes can lead to long-term success. Palah et al. (2022) principal evaluates the strategic management of education quality improvement by conducting meetings with teachers. These meetings review external and internal challenges, assess teacher and staff performance, and develop corrective actions for any issues in the school.

This research expressed that Setting strategic goals involves defining specific, measurable, achievable, relevant, and time-bound (SMART) objectives aligned with the organization's vision and mission. The research underscores the importance of setting both short-term and long-term goals that are challenging yet attainable. Additionally, findings suggest that involving stakeholders in goal-setting processes enhances commitment and accountability. This research discovered that Strategy formulation involves developing strategies to achieve the organization's goals. The findings highlight the need for educational institutions to adopt various strategic approaches, such as differentiation, cost leadership, focus, or hybrid strategies, depending on their unique contexts and objectives. Collaborative strategic planning involving leaders, faculty, staff, and key stakeholders is found to enhance strategy quality and implementation.

According to the findings, effective strategy implementation is crucial for translating plans into action and achieving desired outcomes. Research findings stress the importance of strong leadership, clear communication, resource allocation, capacity building, and organizational culture alignment during the implementation phase. Ensuring continuous monitoring, feedback mechanisms, and flexibility to adapt to changing circumstances are also highlighted. Monitoring and evaluation involve assessing progress toward strategic goals, identifying performance gaps, and making necessary adjustments. Studies emphasize the value of establishing key performance indicators (KPIs), data-driven decision-making, regular performance reviews, and feedback loops. Continuous monitoring allows organizations to track their performance, learn from successes and failures, and improve strategies over time. Iskandar et al. (2022) the implementation of strategic management in schools involves four key activities which include determining school policies. Establishing guidelines and procedures to steer the school's operations. Encouraging and inspiring teachers and staff to achieve educational goals. Ensuring the right people are in the right roles to maximize efficiency and effectiveness. Fostering an environment that supports long-term planning and strategic thinking. Iskandar et al. (2022) the evaluation of strategic management encompasses three activities which include monitoring from planning to implementation. Continuously track the progress from the initial planning stages through to the execution of strategies. Assessing the performance of both individuals and the institution as a whole to ensure objectives are met. Implementing changes and improvements based on performance evaluations to stay aligned with strategic goals.

This research discovered that leadership and governance play critical roles in driving strategic management in educational organizations. The research indicates that effective leadership, characterized by vision, strategic thinking, communication skills, and the ability to inspire and empower others, is essential for successful strategy execution. Moreover, the findings highlight the importance of transparent governance structures, ethical practices, accountability mechanisms, and stakeholder engagement in ensuring strategic alignment and organizational effectiveness. These findings collectively underscore the complexity and interconnectedness of various elements within strategic management in educational organizations, emphasizing the need for holistic and strategic approaches to navigate challenges and capitalize on opportunities in the ever-evolving educational landscape. Dias (2018) strategic management in educational institutions facilitates the adoption of educational innovations. Dias (2018) to achieve educational innovations, significant reforms are necessary, including improving faculty-student ratios by making teaching a more attractive career, increasing the capacity for doctoral students at research universities, and separating educational qualifications from teaching eligibility requirements.

Conclusion

The exploration of strategic management in educational organizations has revealed the critical importance of various themes. Vision and mission development serve as foundational pillars, providing clarity and direction for the institution's purpose and goals. Environmental analysis is crucial in understanding the internal and external factors that influence the organization and adapting strategies

accordingly. Strategic goal setting acts as a roadmap, outlining measurable objectives that align with the overall vision. Strategy formulation involves the creation of actionable plans and initiatives to achieve these goals effectively. Strategy implementation requires effective leadership and governance, ensuring that strategies are executed efficiently across all levels of the organization. Monitoring and evaluation play a vital role in assessing the progress and impact of implemented strategies, allowing for adjustments and improvements as needed. Ultimately, successful strategic management in educational organizations hinges on strong leadership, a clear vision, adaptive strategies, and continuous evaluation to drive positive outcomes and sustained growth.

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