

ISLAMIC EDUCATION STRATEGIC PLANNING: BUILDING SCHOOLS WITH CHARACTER AND GLOBAL COMPETITIVENESS

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Abstract:

Abstract. Strategic planning in Islamic education is an important approach to building schools that are able to integrate Islamic character values with global competencies. With the challenges of globalization and technological advancement, Islamic education must respond with strategies that involve the use of information technology and strengthening character education. Studies show that this approach can improve the competitiveness of schools both locally and internationally. Strengthening character through an Islamic values-based curriculum allows schools to not only produce students who excel academically, but also have high moral and spiritual integrity. The implementation of appropriate strategies such as curriculum innovation and collaboration with international institutions can create globally competitive schools and sustainably prepare students to face an increasingly complex world.

Abstrak.

Perencanaan strategis dalam pendidikan Islam merupakan pendekatan penting untuk membangun sekolah yang mampu mengintegrasikan nilai-nilai karakter Islami dengan kompetensi global. Dengan adanya tantangan dari globalisasi dan kemajuan teknologi, pendidikan Islam harus dapat merespons dengan strategi yang melibatkan penggunaan teknologi informasi dan penguatan pendidikan karakter. Studi menunjukkan bahwa pendekatan ini dapat meningkatkan daya saing sekolah baik ditingkat lokal maupun internasional. Penguatan karakter melalui kurikulum berbasis nilai-nilai Islam memungkinkan sekolah tidak hanya menghasilkan siswa yang unggul secara akademik, tetapi juga memiliki integritas moral dan spiritual yang tinggi. Penerapan strategi yang tepat seperti inovasi kurikulum dan kolaborasi dengan lembaga internasional mampu membentuk sekolah yang berdaya saing global dan berkelanjutan mempersiapkan siswa menghadapi dunia yang semakin kompleks.

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INTRODUCTION

Education plays an important role in shaping people's character and ability to face the development and challenges of the times. Globalization brings various changes in all aspects of life, these changes are in the fields of economy and technology and culture. In the context of Islamic

education, education not only aims to educate students intellectually but also to build moral character and personality in accordance with Islamic values. The existence of globalization, culture is required to adapt to changing times, including the education system in Islamic educational institutions. Globalization has had a significant impact on almost all aspects of life, including education. Educational institutions around the world must be able to adapt to the technological, social and economic changes that occur so quickly. For Islamic schools, globalization not only presents challenges in the form of competition with international-based schools, but also threats to the integrity of Islamic values contained in the education system. It is therefore imperative for Islamic schools to formulate strategies that not only enable them to compete at the global level but also remain true to Islamic values.

Islamic education plays an important role in improving the quality of human resources. The understanding of Islamic values allows individuals to be efficient, creative, and able to develop their skills. make positive contributions in various fields. Islamic education also helps individuals develop their intellectual, spiritual and moral potential and develop better character, morality and spirituality. By combining Islamic values with modern skills and global knowledge, the Islamic curriculum ensures that students are not only technically competent, but also have strong morals and ethics, and are able to face global challenges and answer various challenges to achieve goals by producing human resources who are ready to contribute actively in the global context (Pithriani, 2024).

In the midst of the times, Islamic schools face considerable challenges in maintaining their Islamic identity while having to compete at the global level. This challenge requires strategic planning that can integrate Islamic values as well as new skills and knowledge needed by the world of work and the global community. Islamic education must be able to produce a generation that is not only pious, but also academically and professionally competent. In general, the expectation of Islamic education is to produce a complete Muslim human being, spiritually, morally, intellectually and socially. The community expects every graduate of Islamic education to acquire the basic values of Islam and the ability to answer the challenges of the times and make a positive contribution to society and all citizens (Mukhlis et al., 2024).

In addition, global competitiveness also requires Islamic schools to be more flexible in responding to changes. Highly competitive Islamic schools are those that are able to adopt innovations in teaching, such as the use of digital technology, strengthening 21st century skills and teaching international languages such as English and Arabic. This is important because globalization brings not only challenges but also opportunities for Islamic schools to expand to a wider market both at the national and international levels.

Strategic planning in Islamic education is very important because through proper planning, Islamic schools can formulate a clear vision, mission and goals as well as implement effective strategies in creating an educational environment that has strong character and is able to compete in the global arena. This research will examine strategic planning in Islamic education, especially in the effort to build schools that are not only characterized but also have global competitiveness while maintaining the basic values of Islamic Education in the curriculum. A well-planned strategy can improve the quality of Islamic school education, strengthen students' character building and prepare students to face the challenges of an increasingly competitive world. Thus, Islamic schools are expected not only to be educational institutions that excel in morals but also able to produce graduates who have competence and achievement in the international arena.

This study aims to provide an overview of how strategic planning can be implemented in Islamic schools and how strategies can influence students' character development and improve the school's global competitiveness. This study is expected to make an important contribution to the

development of an Islamic education model that is not only oriented towards spiritual values but also has a strong global vision.

RESEARCH METHODS

This research uses a library method or library research method that focuses on collecting and analyzing data from various literatures relevant to the planning topic (Granikov et al., 2020; M Fahim Tharaba & Aji Wahyudin, 2024). Strategic planning in Islamic education. This method is done by tracing books, scientific journals, articles and official documents that discuss the concepts of strategic planning, character education and global competitiveness in the context of Islamic education. The data obtained from these sources were analyzed to find concepts and findings related to strategic planning in Islamic schools.

The analytical technique used is content analysis, where relevant information is identified, classified and compared with each other to produce a comprehensive understanding. This approach allowed the researcher to examine the various perspectives on Islamic school development strategies with character and global competitiveness and understand how the concept has been applied in various contexts. The literature method was chosen because it provides flexibility in exploring existing theories and practices and strengthens the theoretical foundation to support the conclusions made in this study.

RESULTS AND DISCUSSION

Character development through Islamic education

Character education is one of the key components that distinguishes Islamic education from other education systems. Core values in Islam such as honesty, responsibility, discipline and justice have been the cornerstones of Islamic education for centuries. These values not only serve as guidelines for daily behavior but also as the foundation for forming a strong character (Imam Tabroni et al., 2022). In the context of globalization where pressures from outside cultures and negative influences can easily affect students, it is important for Islamic schools to emphasize these values through purposeful strategic planning.

Islamic schools have a moral responsibility to develop students who are not only intellectually superior, but also have high integrity and morality. These values need to be internalized through the curriculum and various strategically designed learning activities. Globally competitive Islamic schools must have strong strategic planning to ensure that character education remains a priority, alongside the development of students' academic and professional skills (M. Wahyu Hidayat & Janan, 2023). This includes developing a comprehensive curriculum, providing a conducive learning environment and emphasizing Islamic practices in students' daily lives. The implementation of character education can be done through a systematic approach ranging from integrating moral values into every subject to developing extracurricular activities that support student character building.

Islamic education does not only focus on academic aspects but also on developing student character based on religious values. One of the important roles of Islamic education is to form students who have high morality and integrity in the midst of globalization. In the era of the industrial revolution 4.0, the trend of automation, artificial intelligence and fast data exchange is a big challenge, Islamic education must be able to become a fortress of morality for the younger generation. Character education integrated with Islamic teachings plays an important role in preventing the negative impact of globalization, especially in maintaining the way students think and act in accordance with religious values (Taufik, 2020).

Strengthening character education in Islamic schools can be done through a curriculum that is adapted to modern challenges. This approach not only emphasizes academic ability, but also the formation of strong morals and character, such as honesty, discipline, responsibility, and a good

spiritual attitude. Thus, schools Islam not only produces graduates who are academically intelligent, but also have high moral integrity, which is indispensable for facing the world of work and a complex global society (Furqon & Hanif, 2022).

Islamic educational institutions that implement Islamic values-based strategic management show that the integration of religious values in the school management process is important to shape character and increase competitiveness in the global era. Values such as Tawhid (divinity), Ihsan (doing good), adil (justice) and tawakkal (surrender) become the basis for decision making in every aspect of management such as planning, organizing, controlling, and evaluating school performance (Yasin & Rahmadian, 2024).

Strategic planning in Islamic education is instrumental in shaping students' strong character, especially in facing the challenges of globalization and an increasingly competitive world. As an education system based on moral and spiritual values, Islamic education has the primary responsibility to not only prepare students academically but also to mold students into individuals who are noble, responsible and able to adapt to the dynamics of the modern world. In this context, character building becomes the core of the mission of Islamic education, which in turn can provide a competitive advantage for Islamic schools at the global level.

To achieve the goal of holistic character development, Islamic education needs to integrate learning methods that are interactive and relevant to students' daily lives. For example, teaching the values of honesty and responsibility can be practiced through concrete practices, such as group assignments that require students to share roles fairly and take responsibility for collective results. In addition, Islamic schools can instill the habit of self-reflection, such as regular activities that encourage students to review their daily actions and behaviors. This approach helps students understand that Islamic values are not only taught in theory, but also applied in real life, making them an integral part of their identity.

In addition to strengthening the Islamic value-based curriculum, student character building in Islamic schools can also be supported by in-depth extracurricular programs. Activities such as religious study groups, Islamic leadership exercises, and social service programs not only hone students' skills but also foster empathy and social responsibility. Involvement in these activities allows students to learn to work together and appreciate differences, two important things in building a generation that is ready to face global social dynamics. With this comprehensive approach, Islamic schools can shape individuals who not only excel academically, but also have strong characters that make them ready to compete and contribute positively in a global society.

The Role of Technology in Improving the Competitiveness of Islamic Schools

One of the main components of Islamic education strategic planning besides the character aspect is the integration of technology to improve the competitiveness of schools at the global level. In today's digital era, information technology plays an important role in creating adaptive and innovative educational institutions. A good example of this application can be seen in Muhammadiyah schools in Indonesia that have successfully implemented strategic planning to improve global competitiveness through the integration of information technology and innovative approaches in education management (Wu & Zhang, 2021).

Schools that integrate information technology and modern learning approaches tend to be better prepared to compete at the global level. The development of human resources, especially educators who are skilled and able to utilize technology, is one of the keys to success in realizing competitive character education. One of the main challenges in developing global competitiveness is the ability to combine character education with a modern curriculum with international standards. The implementation of technology in learning in Islamic schools is increasingly urgent especially to prepare students to face competition in the world of work and international

universities. Technology not only improves students' skills in using digital tools but also enables more effective and efficient teaching (Machfudz & Zaini, 2023). The implementation of an Islamic value-based curriculum that focuses on moral formation becomes relevant when combined with modern educational technology. Islamic schools in the era of globalization must prepare their students with 21st century skills such as critical thinking, creativity and collaboration which are essential skills in facing global challenges. Teaching that focuses on science, technology and international languages such as English and Arabic is helpful in preparing students for global competition.

The curriculum based on Islamic values and technology also strengthens the teaching of morals in the digital age. With technology, schools can monitor and guide the use of the internet and shape digital behavior in accordance with Islamic values. Students are taught to be responsible in using technology such as distinguishing between true and false information. Respect the privacy of others as well as maintaining ethics in online communication (S. Syarif, 2020). This is very important because digital challenges such as false information and cyberbullying can damage students' characters if not properly supervised and directed.

On the other hand, the application of technology in Islamic school management also plays a significant role in creating a more transparent, efficient and accountable education system. With a digital management system, schools can manage student data, academic performance and personality development in a structured manner (Susilo, 2023). Technology also enables more effective performance reporting and communication between schools, students and parents, resulting in greater openness and collaboration. Islamic schools that adopt this technology can respond more quickly and appropriately to students' needs and ensure that they are fully supported in their academic and character development.

In addition, technology opens up greater access to global learning resources, allowing students and teachers to access references, scientific journals and courses from different parts of the world. Thus, students in Islamic schools can learn and interact with materials that are not only locally based but also of international standard, which is crucial in shaping their insights and understanding of global issues. This integration of technology in the learning process helps build deeper competencies and better preparation to compete on a global level, without having to abandon core Islamic values (Diana et al., 2024).

School Management and Management Efficiency in Islamic Education Strategic Planning

Efficiency in Islamic school management is a significant result of the implementation of sound strategic planning. Effective and efficient management does not only focus on school administration but also includes the management of human resources, finance, infrastructure owned by educational institutions. The implementation of strategic management enables Islamic schools to be more responsive to external challenges such as global competition, regulatory changes and the dynamics of learners' needs (Fauzi et al., 2022; Izzah et al., 2024).

One important aspect of management efficiency is more targeted and measurable resource management. With good planning, schools can allocate resources in the form of labor, funds and time for activities that truly support the achievement of the school's vision and mission. Balanced Scorecard is one of the management tools often used in strategic planning. It allows schools to balance financial goals, stakeholder satisfaction, and internal school development such as curriculum and teaching. In this way, the resources owned can be optimally utilized to support educational success.

In the context of Islamic education, efficient management also includes planning and implementing activities in line with Islamic principles that emphasize fair and responsible management. This is important to build trust from stakeholders especially parents of students who

often factor in Islamic values as a key consideration in choosing a school for their children. By implementing transparent and accountable management, Islamic schools can ensure that all resources used have a direct impact on the quality of education and character building of student (Resufle & Rofiki, 2022; Xie, 2022).

Management efficiency is also demonstrated through the increased use of technology in school management. The digitization of administrative processes such as student registration, assessment, and school financial management helps to reduce bureaucratic red tape and improve the accuracy of the data managed. In addition, integrated management information systems allow schools to monitor their performance in real time and make more informed and data-driven decisions. Technology also plays an important role in improving communication between schools and parents so that school transparency and accountability for students' academic and non-academic performance can be improved (Munandar, 2020; Wahyudin et al., 2024).

Challenges and Obstacles in Implementing Strategic Planning

Although strategic planning has shown significant results in improving the quality and competitiveness of Islamic education institutions, there are still some challenges in its implementation. Some of the main obstacles are the lack of a deep understanding of the importance of strategic planning in some Islamic education institutions. In many cases, strategic planning is only done to fulfill administrative requirements without being fully implemented to achieve the long-term goals of the institution. In addition, the lack of participation from all stakeholders is also an obstacle in the implementation of effective strategic planning (Agus Zaenul Fitri et al., 2020).

In facing these obstacles, strategic planning must involve all levels of the organization, from leaders, teachers, to the community is very important. In addition, collaboration with international institutions either through student exchange programs, joint research, or curriculum development can help Islamic education institutions to be better prepared to compete globally (Ruslin et al., 2023).

Globalization has forced educational institutions to be more competitive, with international standards increasingly becoming the main reference in assessing the quality of education. Therefore, Islamic schools need to design and implement strategies that enable Islamic schools to compete in the global arena, including through a strategic management approach. One of the key aspects of this strategic planning is the application of the Balanced Scorecard which balances the academic and spiritual development needs of students. The use of this management allows schools to identify strengths and weaknesses as well as opportunities and threats faced in the global education environment (Machfudz & Zaini, 2023).

Blue ocean strategy is also the choice of some Islamic educational institutions that focus on creating new untapped markets and avoiding direct competition with public or international schools that focus on secular curriculum. These schools utilize their excellence in faith-based character education as a different and unique selling point.

CONCLUSION

Based on the results of the study, strategic planning in Islamic education has proven to have an important role in building schools that are characterized and able to compete globally. Through a strategic approach that involves all stakeholders, Islamic schools can formulate a more targeted vision, mission and goals. This strategy does not only focus on academic aspects but also on developing strong student character based on Islamic values so as to produce graduates who have high moral integrity and relevant global skills.

The application of technology as applied in Muhammadiyah schools, as well as strengthening character education through an Islamic value-based curriculum, shows effectiveness

in increasing school competitiveness in the era of globalization. Islamic educational institutions that are able to integrate technological innovation with character education have shown significant results in international competition. Thus holistic strategic planning that includes character development and mastery of global competencies is key for Islamic schools to not only maintain relevance in the modern era but also to excel at the global level. This effort can help Islamic schools in realizing the vision of building schools with character and global competitiveness in a sustainable manner.

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