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STRATEGIC PLANNING OF RELIGION-, PHILOSOPHY-, PSYCHOLOGY- AND SOCIOLOGY BASED EDUCATION

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ABSTRACT : *Economic, social, and cultural changes occur at a high rate. In this very dynamic era, education must respond to changes quickly and appropriately. Learning transformation is needed to be able to equip and prepare human resources to become a superior generation, have noble character, and are imbued with human values. For this reason, a strategic planning of religion-, philosophy-, psychology- and sociology-based education is needed. Educational strategic planning is a strategic decision that is fundamental in nature, guiding in practice and future-oriented. The purpose of this study is to see the strategic planning of education in terms of various perspectives. This study tries to look at it from four perspectives, namely religion, philosophy, psychology and sociology. This study employs qualitative research methods with descriptive analysis based on literature reviews or library research. Philosophically, a person can be said to be philosophizing when they actively make efforts to gain wisdom and to act wisely. The psychological aspect describes the importance of strategic planning of education in the context of the growth of human spirit, and the sociological aspect reinforces the importance of strategic planning for education in the context of social relations.*

Keywords*-*Strategic Planning, Religion, Philosophy, Psychology, Sociology

I. INTRODUCTION

Rapid advancement of technology has brought significant changes in all aspects of our life. All information has been made easily and globally accessible. The world of work has changed the way we perform and workforce transitions have replaced some jobs and created new ones. Economic, social, and cultural changes also occur at a high rate. In this very dynamic era, education must respond to changes quickly and appropriately. Learning transformation is needed to be able to equip and prepare human resources to become a superior generation, have noble character, and are imbued with human values. Therefore, a thorough strategic planning for education is needed.

The Act of the Republic of Indonesia Number 20, Year 2003 on National Education System emphasizes that the national education aims to develop learners' potentials so that they become persons who are faithful and pious to one and only God, who possess morals and noble character, who are healthy, knowledgeable, competent, creative, independent, and are democratic and responsible as citizens. In this context, education plays a strategic role in developing human civilization and preparing for future challenges.

The preamble of the 1945 Constitution of the Republic of Indonesia states that education aims to educate the life of the people, by which their honor and dignity can be achieved. In this sense, school and its system, as a social and educational institution, is set and placed within existing systems. Suyata (1998) asserts that the initial primary function of school revolved around teaching practices and gradually evolved to have multiple purposes with education as the core principle. It has been made clear that every person has the right to get education. What needs to be the concern now lies on its quality and outcomes. The way the goal of education to be achieved, as stipulated by the nation's founding Fathers, needs to be investigated, studied, and further developed. Entering the 21st century, rapid advancement of technology, along with significant changes that globalization has brought, has made Indonesia realize that they did not stand alone. In fact, they now stand in the wide-open new era where comparison to other nations seems unavoidable. In this sense, it is found that Indonesia, in terms of their education's quality, is left far behind – despite the fact that education is the pillar in improving human resources to

develop the nation. Tilaar (2002) states that there has been a movement demanding immediate changes for the improvement of the quality of education in the country. This is to ensure that human resources can be improved to be able to compete with other nations.

It is reported that the Education for All Development Index (EDI) in Indonesia has dropped from 65th position in 2010 to 69th this year. According to the data in Education for All (EFA) Global Monitoring Report 2011: The Hidden Crisis, Armed Conflict and Education published by the United Nations Education, Scientific and Cultural Organization (UNESCO) in New York, Indonesia's EDI in 2008 was at 0.934. This score put Indonesia at the 69th place among 127 countries – this was based on the results from several international assessments, such as The Trends in International Mathematics and Science Study (TIMSS) and Programme for International Student Assessment (PISA). This trend was further confirmed by the results of the National Exam of 15-year-old learners in the past five years, whose minimum level of literacy competence was at 30% at reading, 29% at maths, and 40% at science. This data indicates that most learners are only able to read simple reading materials without comprehending them (source: SMERU.or.id).

This issue has to be addressed by determining an effective, efficient, timely and quality-driven strategic planning of education based on local wisdom with global competitiveness mindset. Hence, research on strategic planning of education is of the paramount importance to implement the Act Number 20, Year 2003, Article 3 on National Education System.

Strategic planning, according to Hart and Stapleton (2007), can be defined as an activity to set down long-term plan of development in a methodological manner, based upon all the available facts, in relation to the ultimate goals of a company and the ways it intends to achieve them. Time frame of such planning ranges from three to 10 years – it can be longer for certain types of industries. The most fundamental condition for a company's planning process lies on the needs to precisely determine the type of business that will be run. Another condition lies on the belief that such planning has to be flexible, that means it has to be made adaptable to ever-changing events based on which each criterion needs changing. Kerzner (2001) defines strategic planning as a management tool that is used to organize current conditions to project future ones, and that means it is a guidance for an organization from its current states to the ones in the next five to ten years. Kaufman citing in Mukhtar and Suparto (2003) defines strategic planning in school contexts as a planning that starts from identifying what should and can be done, and moves further to ensure that all elements within a school system can be properly designed. As cited in Syahru and Lubis (2008), strategic planning is a process where all members of an organization formulate its visions and develop procedures as well as necessary actions to achieve them.

Strategic planning of education can be viewed from different perspectives. The scope of the discussion in this study only includes four of them, namely religion, philosophy, psychology, and sociology. The religion's aspect relates to how it describes the way Allah SWT educates human beings as caliphs on earth in terms of planning to develop civilization and bring prosperity for the whole world. The philosophy's aspect analyzes human's meanings and positions within the perspective of strategic planning of education. Education will only be clear and well-targeted, relevant in terms of its curriculum, and effective and efficient in its methodology if educational planning is the first thing to design, by having a strong foundation. Strategic planning of education is critical to achieve the ultimate goal of education. Hence, it is important to understand the philosophical foundation that will determine how the goal of educational planning can be appropriate and achieved. The psychology's aspect analyzes the importance of strategic planning of education in the context of human's psychological development. The sociology's aspect emphasizes the importance of strategic planning of education in the context of social relations.

II. METHODS

This study employs qualitative approach with descriptive analysis based on literature reviews and library research. Zeid (2008) states that literature review is a series of activities related to data collection methods from literatures; reading, taking notes, and organizing research materials. Mahmud (2011) explains that literature review is a type of research conducted by reading books, magazines, and other data sources to collect data from various literatures, either at library or other settings.

In other words, studies of literature review can be said to be not only one related to reading activities, collecting and taking notes of the data, but also one that goes further to include skills of organizing data in a methodological manner.

III. RESULT AND DISCUSSION

Definition of Strategic Planning

Strategic planning, according to Handoko (2003), is a process of selecting goals of an organization, determining strategies, policies, and strategic programs necessary for those goals, and setting down necessary methods to ensure that the strategy as well as its policies have been implemented. Planning plays a critical role as it becomes the determinant as well as the guidance to the goals an organization intends to achieve. With the maturity

of planning, a task will not be scattered and undirected. A matured and well-designed planning will give positive impacts to the achievement of a goal. Kerzner (2001) asserts that strategic planning is a management tool that is used to organize current conditions to project future ones, and that means it is a guidance for an organization from its current states to the ones in the next five to ten years.

In accordance with the above statements, Ramli (2014) explains that strategic planning is a leadership instrument and a process. It determines what an organization aspires in the future and how it intends to achieve them – a process that elucidates its targets. It is a process of making strategic decisions or offering methods to formulate and implement those decisions as well as allocating resouces to support work units and hierarchies in the organization. The meaning of planning cannot be taken in isolation and be limited to only one definition. It is due to its variety of meanings used in different fields of science. Definitions of planning is dependent upon which subject positionality used. Taylor and Ramli (2014) state that strategic planning is seen as a method to manage inevitable changes, and it is also known as a method that deals with environmental complexities that are closely related to an organization's interests. However, it is also a method to take a complexity of the internal environment that is caused by various needs of work unit within the organization. As the role of strategic planning is highly critical, it cannot be delegated. If delegation occurs, for example from a hgher echelon to a lower one and hence taking out their active participation, then the emphasis goes from planning process to plans book. Stainer in Salusu (2006) explains that strategic planning is a logical framework that determines where you will be, where you will go, and how you can get to places you intend to be. It is also a process that directs leaders in developing organizational visions in projecting intended futures. It shifts the way management thinks, allocates and relocates resources while implementing a program. In other words, planning is closely related to future impacts of a decision that is made in a current time, also known as futurity of current decisions.

Strategic planning is also defined by McNamara (2018) as a process of determining directions of where an organization will head to for years to come, as well as how it intends to reach the intended destinations. Strategic planning can be done either for an organization as a whole unit or for parts of the unit – the former is the common practice.

Steps of Strategic Planning

According to Boseman and Phatak, as cited in Lubis (2008), strategic planning comprises seven interrelated elements, namely:
a. Evaluation to an organization in terms of strengths, weakness, opportunities, and threats, also known as SWOT;
b. Formulation of organization's missions;
c. Formuation of organization's philosophy and policies;
d. Setting down of strategic targets;
e. Strategic setting down of organization;
f. Strategic implementation of organization;
g. Strategic control of organization.

In line with the above assertion, Nahrowi (2017) argues that the 5W+1H formula can be used as a basic element in planning processes. The steps are elaborated further as follows:
a. Formulating visions, missions, goals, and targets;
b. Identifying necessary functions to achieve targets;
c. Conducting SWOT analysis
d. Developing problem-solving strategy;
e. Implementing quality improvement planning;
f. Conducting monitoring and evaluation;
g. Formulating new quality of targets.

Benefits of Strategic Planning

Strategic planning is useful to enable a periodic consolidation of an organization, which will contribute to the improvement of participation of all the members in decision-making processes, as well as to avoid alienation for the elites in the organization. In conjunction with that, Nawawi (2003) elaborates the benefits of strategic planning as follow:
a. It helps management to adjust with the ever-changing environment;
b. It helps crystalize the relevance to major problems;
c. It enables managers to comprehend the whole pictures;
d. It helps delegating responsibilities wisely;
e. It provides guidance and direction to operate;
f. It helps ease coordination processes among different units in an organization;
g. It helps specify goals and hence making them easy to understand;
h. It helps minimize unclear tasks;
i. It saves time, efforts, and budgets.

Religious Foundation of Strategic Planning of Education

Religious foundation discusses human nobility as indicated by religious principles that have to be developed and respected. According to Kuntjojo (2021), it is built upon assumptions that come from religious teachings, which serves as a starting point of thinking about and conducting educational practices. It is the underlying principle of all educational foundations, as the main source comes directly from Allah SWT. Religious foundation is the word of Allah SWT as written in the holy Qur'an as well as the prophethood in Al-Hadits brought by the Prophet Muhammad SAW for mankind – containing humans' responsibilities and guidances as well as a blessing for a joyful life in this world and the hereafter.

There are several verses in the Al-Qur'an that serve as religious foundations for strategic planning of education, namely:

a. Al-Hasyr verse 18

"O believers! Be mindful of Allah and let every soul look to what deeds it has sent forth for tomorrow, and fear Allah for certainly Allah is All-Aware of what you do".

The term "O believers!" implies Allah's commands to do that which He has enjoined and avoid that which He has forbidden. Hence, our responsibilities when it comes to governing ourselves as well as our families is by doing what Allah has adjoined and avoiding everything He has forbidden. In addition, we are required to reflect to what we have done, to help ourselves in the hereafter. Do that which Allah has enjoined and avoid that which He has forbidden (Almaraghi, 1993).

b. An-Nahl verse 90

"Indeed, Allah commands justice, grace, as well as courtesy to close relatives. He forbids indecency, wickedness, and aggression. He instructs you so perhaps you will be mindful". This verse serves as a recommendation for all managers or leaders to have a strong stance in the process of educational planning.

c. As Sajdah verse 5

"He conducts every affair from the heavens to the earth, the it all ascends to Him on a Day whose length is a thousand years by your counting".

Based on the above verse, it can be seen that Allah SWT is the Manager of the universe. The natural order of the universe is a proof of the greatness of Allah SWT in managing it. However, as Allah SWT has assigned humankind as caliph on earth, hence they are the ones in charge of managing the earth as Allah commands them to (Rahmah and Zulkhairi, 2018).

d. An-Nisa verse 175

"As for those who believe in Allah and hold fast to Him, He will admit them into His mercy and grace and guide them to Himself through the Straight Path". This verse, according to Sauri cited in Zaenudin et al (2021), explains that planning becomes an essential agenda in life, and this includes in school organizations which has strategic planning in them.

Philosophical Foundation of Strategic Planning of Education

Philosophical foundation of education contains philosophical values and beliefs that animate, underlie, and give an education system an identity. This foundation comes from the philosophy of education that concerns in all aspects of beliefs of human nature, nature of knowledge, value sources, and a better life. Philosophy has long existed since the moment humankind existed (Pidarta, 2005). Humans, as social creatures, already have pictures and ideals they want to pursue in their lives, be it as an individual or a group. Likewise, education that takes place in a tribe or country cannot be separated from its pictures and ideals. This motivates communities to put emphasis on certain aspects of education to achieve those pictures and ideals.

Philosophical foundation in educational planning plays a critical role in helping shape people's life visions. It shapes the ideals that people will have in their life, in order to develop their potentials to support their life journey in the future. The principle of planning, as Prasetya (2003) asserts, is the universal ideal of human.

Planning comes from a thought process. Dewey and Lubis (2008) state that a thought process comes from a sense of difficulty, then a rationally described problem-solving idea appears. Kelley and Lubis (2008) agree on the assertion by stating that human beings are thinking creatures – or as Aristotle put it "rational animals", while Imam Ghazali called it hayawanun nathiq, posing similar meaning. Humans as khalifah fil ard (caliphs on earth) as well as muaddib (educators) must design a strategic planning as a well-thought process to carry out their missions as a leader in education to achieve its desired goals.

In nature, an educational planning or management can be implemented in an appropriate manner with clear directions and objectives, as well as effective and efficient to the relevance of the contents of the curriculum, if the implementation is based upon a certain principle. Such principle has to be strong as it can develop and give education clear directions in accomplishing its goals. It is the ultimate pillar for the development of professional education.

The questions from philosophical foundation, according to Prasetya (2003), are an important source of development concept of an educational planning. In nature, philosophy revolves around study of questions and it covers various aspects of life, such as education, human nature, society, cosmic problems, and so on, to seek truth

and futures.

Psychological Foundation of Strategic Planning of Education

Psychology is the study of behaviors, both overt ones such as speaking, sitting, walking and so on, and covert ones such as thinking, believing, feeling, of humans both as an individual and group, in their relation to the environment. According to Purwanto (2011), psychology is the study of human behaviors. Ahmadi and Supriyono (2004) state that etymologically, psychology is the study of mental – regarding the various symptoms, processes, and backgrounds. Poerbakawatja and Harahap cited in Syah (2012) limits the definition of psychology as a branch of science that investigates mental symptoms and activities. From the definition, it can be concluded that psychology tends to revolve around the study of mental of human, both to see the symptoms, processes, and backgrounds, and is also the study of human behaviors in the context of learning activities.

Learning activities often occur in the educational settings. They are the results of a strategic planning of education where learning has to be well-prepared and well-planned in order to achieve the learning ultimate goals. According to Sugihartono et al (2007), learning is a process of obtaining knowledge and experiences manifested in the form of relatively permanent and permanent behavioural changes due to the interaction between individuals and their environment. Sudjana (2005) argues that learning is a process characterized by a change in a person. Changes as a result of a learning process can come in different forms, such as in knowledge, understanding, attitudes and behaviors, skills, abilities including to react and accept, and other aspects of individuals. Learning processes can be supported by psychomotoric functions such as listening, seeing, and speaking (Syah, 2012). From the discussions, it can be concluded that learning is a process of obtaining knowledge and experiences, characterized by individuals' behavioral changes that are relatively permanent and can be observed directly and indirectly, due to their interaction with the environment.

Zaenuddin et al (2021) state that from the lense of psychology, the urgency of strategic planning of education can be seen from at least two perspectives, namely:

a.   One of the human natures is to grow

Along with physical development, humans experience cognitive and mental development. Ideally, the more mature their physical development is, the more mature their cognitive and mental one. Hence, strategic planning of education becomes critical to be adjusted to the learners' physical, cognitive, and mental development, and education has to be well-planned and meet the needs of the learners in order to achieve its goals.

b.   Something that is planned is ideally more mature

This means that prior to conducting learning activities, there has to be a planning process that can achieve the maximum results and lessons that meet the conditions of the learners. Do not provide lessons that are not suitable with learners' development, otherwise, the educational goals cannot be achieved.

Sociological Foundation of Strategic Planning of Education

Sociological foundation of development is a reference or assumption in implementing education that is based on the interaction between individuals as social beings in their social life. Educational activity is a process of interaction between two parties – teachers and learners, even between two generations that enables the younger ones to develop themselves. The self-develoment occurs through educational activities. Therefore, educational activities can take place well in family, school, and community settings. Humans are in nature social and cultural creatures. Yet, as they are not able to be social and cultural automatically, then they live within a community, also known as socialization. According to Ornstein cited in Satriyadin (2017), socialization, that prepares younger individuals who will be adults later, brings a culture in and hence enabling society to function well. Every individual, therefore, is expected to live in a society and culture without violating the system of values and norms in it.

The essense of education is to humanize humans. Tilaar (2002) emphasizes that an educational process is part of social changes, therefore the approach needs to be comprehensive regarding the nature of education as part of society's life. Through education, no humans are expected to be alienated from their community life. It is through education that humans are expected to develop their community. Hence, goals, contents, and processes of education have to be adapted to the needs, condition, characteristics, wealth, and development in the society. Dewey cited in Zaenudin et al (2021) states that learning is a process that helps humans to develop and to humanize themselves so they can be better. In other words, the goal of education is a process of humanizing humans. Therefore, strategic planning in education is implemented to help humans achieve the goal of national education as stipulated in the article 3, Law Number 20, Year 2003 that states "the national education functions to develop the capability, character, and civilization of the nation for enhancing its intellectual capacity, and is aimed at developing learners' potentials so that they become persons imbued with human values who are faithful and pious to one and only God; who possess morals and noble character; who are healthy, knowledgable, competent, creative, independent; and as citizens, are democratic and responsible".

Strategic Planning in Education

Pidarta (2005) states that there are four approaches to strategic planning in education, namely:
Guidance Framework Approach

This approach is based upon a carefully-constructed instrument to analyze conditions in order to create suitable solutions. For example, if a school faces a problem, then steps to solve it include:
a.   Determining long-term objectives and solutions;
b.   Identifying environmental factors that can cause the problem;
c.   Seeing if the programs can be linked to existing programs, or by having an innovation, or by innovating a new program entirely;
d.   Analyzing all programs; possibilities and trying to solve the problem;
e.   Describing clearly and comprehensively a better strategy's program;
f.   Comparing the better program with the long-term planning it case it does not fit, either one can be modified;
g.   Implementing strategy's program.

Planagement Approach

Planagement is a process that integrates art and science to determine a strategy's program by collecting information and data relevant to the problems and situation being faced. The collected data is then analyzed to make judgments about what actions should be taken to address the problem.

SWOT Approach

SWOT is the abbreviation for strength, weakness, opportunity, and threat. This approach is a process of identifying the strengths, weaknesses as well as opportunities of a situation to create a program to achieve a long-term objective. The program takes and maximizes its strengths and avoids its weaknesses, and directs existing problems into good opportunities, and faces challenges.

Investigation Approach

This approach utilizes research services in obtaining data on educational activities, processes, and outcomes of an educational institution, as well as other data outside of the institution that have influences on it. The data can be obtained from documentations of the institution, newspapers, magazines, planning, discussions, interviews, and so on.

IV.   CONCLUSION

National education for developing countries like Indonesia is a big program that presents its own challenges. It is because Indonesia is one the countries with the biggest population in the world – with approximately 240 million populations spread across the archipelago. In addition, Indonesia is a multi-ethnic and pluralistic society, with various socio-economic backgrounds. This demands a strategic national education system to fulfill the needs of all the populations.

An educational system in Indonesia cannot be designed without a reliable strategic national education planning. The planning is not an ordinary kind, but it is the kind that can cope with ever-changing needs and demands, which can occur due to changes in the global environment. From the religious perspective, Allah SWT has assigned human beings to be the caliphs on earth, and He has given the Al-Qur'an as a guide and guidance brought by the Prophet Rasulullah SAW. From the perspective of philosophy, a person can be said to be philosophizing when they actively make efforts to gain wisdom and to act wisely. The psychological aspect describes the importance of strategic planning of education in the context of the growth of human spirit, and the sociological aspect reinforces the importance of strategic planning of education in the context of social relations.

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