

STRATEGIC PLANNING AND VISIONARY LEADERSHIP IN IMPROVISING THE QUALITY OF EDUCATION. A LITERATURE REVIEW

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Abstract. *This paper examines the combined impact of strategic management and visionary leadership on improving the quality of education. Strategic management involves planning, resource allocation, and decision-making processes aimed at achieving sustainable educational goals, while visionary leadership focuses on inspiring and guiding stakeholders toward a brighter future with a clear and motivating vision. The findings indicate that effective strategic planning enhances education quality by fostering innovation, addressing future challenges, and ensuring sustainability. Simultaneously, visionary leadership, particularly by school principals, plays a pivotal role in shaping progressive school cultures, motivating professional development, and preparing students to meet global demands. Together, these approaches create a synergistic effect that transforms schools into dynamic, adaptive, and responsive learning environments. This combination ensures that educational institutions are well-equipped to address societal and technological changes while promoting better learning outcomes and long-term success.*

Keywords: *Quality of Education, Visionary Leadership, Strategic Planning.*

1. INTRODUCTION

In an era of education filled with complexity and continuously evolving in line with globalization, the role of a leader in the field of education holds the key to the success of improving the existing quality of education. Leadership performance that cannot adapt to changes has become one of the causes of declining education quality. This is due to the lack of strategic educational planning to adapt to changes. As a result of the education quality survey data released by the Program for International Student Assessment (PISA), Indonesia's PISA ranking in 2022 will improve by five to six ranks compared to 2018. However, one important thing is that the PISA survey, which is a global standard for assessing education quality, shows that Indonesia experienced a decline in scores of 12-13 points within reading, mathematics, and science skills. Education systems worldwide are under pressure to adapt and improve continuously to meet the demands of a fast evolving society. From technological advancements to shifting societal values, the educational landscape has become increasingly complex, requiring schools and institutions to adopt innovative and effective approaches to ensure quality education for all. Among the myriad strategies available, strategic planning and visionary leadership stand out as two complementary approaches that play a pivotal role in transforming education systems and enhancing learning outcomes. Strategic planning is a systematic process that involves defining long-term goals, identifying priorities, allocating resources efficiently, and devising actionable steps to achieve desired outcomes. By providing a structured framework for decision-making and implementation, strategic planning enables educational institutions to focus their efforts on the most critical areas, ensuring optimal use of resources and alignment with broader educational objectives. It ensures that institutions remain agile and responsive to

emerging challenges, positioning them to achieve sustainable improvements in the quality of education. Human evolution begins with education; curiosity and the desire to learn more, identify problems, and eventually find solutions are the initial steps in the process. But since learning is a lifetime process, the beauty of education lies not in the definitive solution but in the constant opportunity to learn and develop. Because of this, education is a crucial component and variable for us intellectual beings at different phases of our lives. A strategy is a long-term organizational plan that outlines how an organization will align its internal weaknesses and strengths with external challenges and opportunities in order to maintain a competitive edge. The right strategy can deliver organizations or institutions education on achieving success goal and still have excellence competitive (Dessel, 2008 as cited in Kamayuda, 2023). Strategic planning examines the fundamental environmental risk factors and provides solutions that are more likely to be effective in achieving the objectives. The process of establishing organizational objectives and choosing thorough operational and administrative plans to achieve them is actually known as strategic planning. Institutions confront difficult problems in the constantly changing educational landscape, which are fueled by societal shifts, technology breakthroughs, and the growing need for high-quality education. Schools need to take a comprehensive approach that blends methodical preparation with motivating leadership in order to overcome these obstacles. To accomplish long-term goals, strategic planning is essential for establishing precise objectives, distributing resources wisely, and creating doable plans of action. Strategic planning in education is a deliberate and systematic process aimed at achieving specific goals and objectives over a defined period. It involves analyzing the current state of an institution, identifying strengths and weaknesses, and developing strategies to address gaps and capitalize on opportunities.

However, even the most well-crafted strategic plans require effective leadership to bring them to life. This is where visionary leadership becomes indispensable. Visionary leaders possess the ability to see beyond immediate challenges and articulate an inspiring vision for the future. In the context of education, visionary leadership involves guiding schools and institutions toward innovative solutions, fostering a culture of collaboration and continuous improvement, and motivating all stakeholders to work toward shared goals. Visionary leadership is not just about having a clear vision of where the organization should go, but also about the ability to inspire, mobilize, and motivate the people around to reach that vision. Visionary leaders communicate with their followers to achieve the desired outcomes and promote change within their organization, in this case, the school (Saba et.al, 2016). Becoming a creator, innovator, and agent of change in educational institutions is not an easy task. Therefore, educational institutions need great movers or leaders as change agents who can direct and guide all their members towards change aimed at achieving educational quality (Fathih, et.al; 2021). Visionary leaders, such as school principals, not only implement strategic plans but also inspire teachers, staff, and students to embrace change, think creatively, and strive for excellence. The interplay between strategic planning and visionary leadership creates a powerful synergy that can significantly improve the quality of education. While strategic planning provides the necessary structure and direction, visionary leadership adds the human element of inspiration, motivation, and adaptability. Together, these approaches empower educational institutions to navigate complex challenges, foster innovation, and drive sustainable improvements that benefit students and society as a whole. Visionary leadership is a style of leadership that focuses on inspiring and motivating others to achieve a compelling and future-oriented vision. In the context of education, visionary leaders play a pivotal role in driving innovation, fostering collaboration, and creating a culture of excellence. The integration of strategic planning and visionary leadership creates a powerful synergy that enables educational institutions to achieve sustainable improvements in the quality of education. While strategic planning provides the

structural framework for achieving goals, visionary leadership ensures that these plans are implemented with passion, creativity, and commitment.

2. LITERATURE REVIEW

2.1 Strategic Planning

Strategic planning analysis the basic environmental risk factors and offers the solutions which are more possibly suitable to reach the goals. In fact, strategic planning is the process of setting the organization goals and making decisions about comprehensive operational and administrative plans to fulfil those purposes. Despite the importance of strategic planning, yet its critical impact (vital impact) to reach the Organization's goals are not well understood in many organizations and even in some cases managers consider it as a costly affair. In the opinion of some scientists strategic planning represents executives' creativity power and making the future (Foodlavand, 2015). (Rusmini, 2013) Research on strategic planning has been done a lot. Strategic planning models in improving the quality of education. Through this research it can be concluded that strategic planning can produce strategic concepts that emphasize more on improving the quality of graduates and the quality of educators and educational personnel. (Priyambodo, 2019). (Warlisazuzi, 2019) With all of this being said the clear line that connects Strategic planning organization wise to a school or an educational institution has been drawn, the factors of strategic planning throughout its managerial function such as PLANNING, ORGANIZING, LEADING and CONTROLLING through SWOT analysis that compliments it. PESTEL analysis is not included due to it not being another form analysis rather just a complimentary of the SWOT analysis broken down even more, which would just conclude the same result. (Suriono, 2021) the breakdown above shows how not only should an educational institution make decisions for the better of the students but also an institution as an organization should also be able to analyze its upcoming threats to ensure its own sustainability in order to continue teaching their children. (Rusniati, 2014) within Strategic planning, SWOT analysis as well as other forms of analysis are further carried out in the decision-making process especially when it comes to decisions that will be affecting the whole company or organization therefore the following is the breakdown of SWOT analysis within the scope of strategic planning. SWOT is an abbreviation of (Strengths), (Weaknesses), (Opportunities), and (Threats). For strengths and weaknesses, originate from the internal environment while opportunities and threats originate from the external environment. Some definitions of SWOT analysis are as follows:

- a. SWOT analysis is a process to find a strategic fit between the opportunities that exist in the company's externally and the internally while at the same time taking into account various threats that exist outside the company and internal weaknesses inside the company
- b. SWOT analysis is an analysis method for identifying factors internally and externally. Internal factors in the form of strength and weaknesses, while external factors include opportunities and threats.
- c. SWOT analysis is a technique for complex situations that turns into a development of decision making.
- d. SWOT analysis is a powerful instrument in determining strategy and efficiency This lies in the ability of strategists to maximize the role of strength and exploiting opportunities so that it also acts as a tool to Minimize weaknesses in the organization and reduce impacts of threats that may arise and must be faced

2.2 Visionary Leadership

(Suwanto, 2019) defining visionary leadership is the ability of a leader to articulate the future and translate it into a vision that serves as a model and guide for all their employees. In the context of schools. (Nasrulloh and Lailiya, 2016) state that the visionary leadership of a principal is the leadership process of coordinating, mobilizing,

influencing, motivating, and directing teachers and staff within the school to achieve the previously formulated vision, mission, and goals of the school. Vision becomes one of the important aspects if an educational institution can operate effectively. The strength of leadership produces various policies and work operationalization guided by the organization's vision. (Mukti, 2018). Leadership with vision/leadership vision, which focuses on engineering a challenging future, becoming an outstanding change agent, determining the direction of the organization with a clear understanding of priorities, becoming a professional coach, and guiding other staff towards the expected work professionalism, (Kurniadi, 2020). Visionary Leadership describes a leadership style that is capable of developing intuition, imagination, and creativity to advance the area it leads by aligning a future vision to bring about better change. According to (Arenas, 2009:78) in Molina (2018), visionary leadership in educational administration is the set of abilities and skills developed by the leader in order to motivate in an influential manner his/her collaborators in order to achieve innovation within the organization, based on openness to change.

3. RESEARCH METHODS

The purpose of studying the previous literature on strategic planning and visionary leadership towards educational quality is for two reasons. First, although there are many studies on both, few studies consolidate these researches into a comprehensive literature review. Second, this study aims to provide direction and purpose for future research by highlighting gaps and providing a model to study the cause-and-effect relationship and the extent of the impact of strategic planning and the role of visionary leadership on the improvement of educational quality. The research stages involve searching for relevant research papers in online database sources such as Sage Journals, Google Scholar, and Wiley. Following the keywords/phrases used in the search, Strategic Planning, Visionary Leadership, Quality of Education, a search of leading journals was also conducted to ensure that no major works were overlooked in this study.

4. RESULTS AND DISCUSSION

Result

The result is that after schools and other educational organizations adopted strategic planning and visionary leadership at the headmaster level, everything resulted in very positive outcomes, both at the ECE level and up to the university level. In the past, the Ministry of Education had absolute power to determine the curriculum and school system, which caused most schools to fail starting from the organizational level. However, after schools were given the authority to choose their own curriculum (as long as it met the standards set by the Ministry of Education), they were able to strategically plan what needed to be done at the organizational level and implement it well, starting from stages such as Goal Setting, Analysis, Strategic Formulation, Strategic Implementation, and evaluation and control. This also affects the authority of school principals to implement visionary leadership, so both strategic planning and the visionary leadership of principals successfully improve the quality of education in a school or educational institution.

Discussion

(Robbin et al, 2000 as cited in Rusniati, 2014) Strategic planning is also said to have an important role in ensuring that all members of the organization work towards the same goal. By using planning strategic, managers will provide to the organization's clearly formulated objectives and methods for achieving these goals. Besides that, the Strategic planning process helps managers anticipate problems before they arise and dealing with them before they become more severe. The essential virtues of strategic planning is to help managers in decision making. (Rusniati, 2014) Within Strategic

planning, SWOT analysis as well as other forms of analysis are further carried out in the decision-making process especially when it come to decisions that will be affecting the whole company or organization therefore the following is the breakdown of SWOT analysis within the scope of strategic planning. SWOT is an abbreviation of (Strengths), (Weaknesses), (Opportunities), and (Threats).

1) Strength

Strengths are positive internal conditions that provide competitive advantage in facing competition especially for educational institutions. These strengths are also an advantage of the institution, both in terms of resources owned and the efforts that have been made, which are better than competitors. Then it becomes the key difference between one educational institution and another. From this we can understand the strength factors in an educational institution is the special competency or excellence of the educational institution create added value in the public's opinion. This can be seen if an educational institution has advantages that make people prefer them As a choice for their children, such as skills students have, apart from the output or results of graduates of that specific educational institution

2) Weakness

Weakness is a negative internal condition that can be degrading assessment of schools. Weaknesses can come in the form of low human resources, poor quality of other resources, weak brand image, poor leadership, and so on. In other words, a weakness is a deficiency that an educational institution has, so the educational institution must know how to determine policies to minimize weaknesses so that they can turn them into strengths and know what not to become to continuously tackle their obstacles in the future.

3) Opportunity

Opportunity is a present or future condition beneficial for the school. Opportunities are external conditions can provide opportunities for institutional progress, such as changes of law, declining competitors, and increasing numbers of new students.

From this it can be understood that opportunity is a condition beneficial for the educational institution, such as:

- a) Identify educational services that have not received attention.
- b) Relations with the community.
- c) Adequate and supportive environment.
- d) Community needs in accordance with the vision, mission and goals of education.

4) Threats

Threats are the external conditions of the school, both past, present or future that may be considered unfavorable and can seriously affect the future of educational institutions.

The internal and external environment in a SWOT analysis is very important. However, opportunities and threats do not have the same impact at all times, depending on how well the organizational environment can combine strengths and overcome weaknesses in facing situations. Through the SWOT matrix, a pattern of strategies can be formed that can be implemented, namely the SO (Strengths-Opportunities) strategy, ST (Strengths- Threats) strategy, WT (Weaknesses-Threats) strategy, and WO (Weaknesses- Opportunities) strategy (Zulkarnaen et.al, 2024)

Waldman et al. (2001) argue that effective communication is used by visionary leaders to change subordinates attitudes and outputs which lead to organisational transformations. Arguably, effective communication is extremely important for a visionary leader to get and sustain the support of their followers. Visionary leaders communicate their followers to achieve the desired outcomes and promote the changes

in their organizations. In addition to it, they always get help from their visions for their organization, that's why most of the charismatic leadership theories are based on this phenomenon. The word 'vision' is derived from a Latin word meaning 'to see'. Leaders convey their visions in many ways, for example written statements and presenting themselves as role models (Saba et.al, 2016). Ubaidillah at.al (2019) visionary leadership is a culture of performance improvement in embracing more advanced educational institutions and can be realized with full of optimism, despite facing severe challenges. Visionary leadership motivates the courage to face risks as a reality that must be resolved and managed maximally, not eliminated. It is impossible to eliminate risks given that all choices of actions and behaviors always pose risks that must be faced. Visionary leadership strategy in advancing educational institutions include, first, leadership always emphasizes the importance of solid relationships among school members, causing the school organization to be like a harmonious family to achieve school goals. Second, visionary leadership in schools always facilitates in allocating resources and organizing activities to be relocated as a continuous process in all activities. Third, visionary leadership provides direction or command about the vision and aligns organizational activities to ensure that the organizations run effectively.

Visionary leadership in schools not only involves having a clear vision for the future of education but also the ability to design and implement effective strategies to realize that vision, such as driving innovation, improving teaching quality, and building an inclusive school culture focused on quality enhancement (Eseryel, Crowsto dan Heckman, 2021). However, the research my colleagues and I have done suggests that success and failure are unlikely to be deterministic outcomes of inanimate technologies, whether they are radical, revolutionary, or disruptive. Rather success and failure are probably the result of internal cultural aspects of the firm. Important among these is visionary leadership that embraces change and is willing to cannibalize existing assets to serve customers with new technologies. It seems that several of the other articles in this special issue echo this theme (Tellis, 2006)

CONCLUSION

Effective strategic planning is the main foundation for improving the quality of education in a school. One of the methods that can be used is SWOT analysis, which helps the school understand internal strengths and weaknesses, as well as identify external opportunities and threats. Through this analysis, the school can formulate targeted strategies to address challenges while also seizing existing opportunities. This planning process allows all elements of the school, from teachers to support staff, to actively contribute to realizing the established educational vision and mission.

However, strategic planning will not run optimally without visionary leadership from the principal. As a leader, the principal plays an important role in directing the implementation of strategies and creating a collaborative and innovative work culture. Visionary leadership not only provides inspiration but also ensures that all members of the school community work towards the same goals, focusing on improving the quality of learning and student development. With a combination of thorough strategic planning and strong visionary leadership, schools can achieve a higher quality of education that is relevant to the needs of the times.

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