

ABSTRAK

Amanah Amnun Zulfa. 2025. Manajemen Strategik Kepala Madrasah dalam Peningkatan Mutu Pendidikan untuk Memperkuat Daya Saing Lembaga (Studi Kasus di MIN 1 Kota Bandung).

Pendidikan memiliki peran strategis dalam membentuk sumber daya manusia yang unggul dan berdaya saing, terutama di tengah tantangan era revolusi industri 4.0. Madrasah, sebagai lembaga pendidikan Islam, dituntut untuk meningkatkan mutu agar mampu bersaing dengan sekolah umum. Madrasah Ibtidaiyah Negeri (MIN) 1 Kota Bandung menjadi contoh lembaga yang berupaya menjawab tantangan tersebut melalui strategi kepemimpinan kepala madrasah yang terencana dan inovatif, baik dalam penguatan mutu akademik, peningkatan kompetensi guru, maupun penyediaan sarana prasarana.

Penelitian ini bertujuan untuk mengkaji dan mendeskripsikan manajemen strategik kepala madrasah dalam meningkatkan mutu pendidikan guna memperkuat daya saing lembaga. Fokus kajian diarahkan pada proses perumusan visi-misi dan analisis SWOT, penerapan strategi, evaluasi strategi, serta dampaknya terhadap mutu dan daya saing MIN 1 Kota Bandung yang dibatasi pembahasan mutu pendidikannya pada empat standar yang paling relevan yaitu standar isi, standar proses, standar pendidik dan tenaga kependidikan serta standar kompetensi lulusan.

Metode penelitian yang digunakan adalah pendekatan kualitatif dengan jenis studi kasus. Data dikumpulkan melalui wawancara, observasi, dan dokumentasi yang melibatkan kepala madrasah, tim pengembang, komite, dan orang tua. Analisis data dilakukan dengan model interaktif Miles dan Huberman melalui tahapan pengumpulan, reduksi, penyajian, serta penarikan kesimpulan, dengan validitas diuji melalui triangulasi sumber. Teori yang digunakan adalah teori Robbins and Coulter, Standar Nasional Pendidikan dan Michael Porter.

Hasil penelitian menunjukkan bahwa manajemen strategik kepala madrasah berjalan konsisten melalui tahapan formulasi, implementasi, dan evaluasi. Visi dan misi madrasah ditinjau ulang secara partisipatif, diterjemahkan dalam dokumen operasional, dan diperkuat dengan analisis SWOT. Strategi mutu diterapkan melalui program tahfidz, budaya prestasi, pembelajaran berbasis teknologi, serta peningkatan kompetensi guru. Evaluasi dilaksanakan dengan siklus SPMI berbasis PDCA, menghasilkan perbaikan berkelanjutan. Dampaknya terlihat pada meningkatnya prestasi siswa, selektivitas penerimaan peserta didik baru, serta penguatan citra dan daya saing lembaga.

Kata Kunci: Manajemen Strategik, Mutu Pendidikan, Daya Saing.

ABSTRACT

Amanah Amnun Zulfa. 2025. The Strategic Management of the Madrasah Principal in Improving Educational Quality to Strengthen Institutional Competitiveness (A Case Study at MIN 1 Kota Bandung).

Education plays a strategic role in shaping superior and competitive human resources, particularly in the midst of the challenges posed by the Industrial Revolution 4.0. Madrasahs, as Islamic educational institutions, are required to improve quality in order to compete with general schools. Madrasah Ibtidaiyah Negeri (MIN) 1 Kota Bandung serves as an example of an institution that seeks to respond to these challenges through the principal's planned and innovative leadership strategies, including strengthening academic quality, enhancing teacher competence, and providing adequate facilities and infrastructure.

This study aims to examine and describe the strategic management of the madrasah principal in improving educational quality to strengthen institutional competitiveness. The focus of the research is directed toward the process of formulating the vision-mission and SWOT analysis, implementing strategies, evaluating strategies, and assessing their impact on the quality and competitiveness of MIN 1 Kota Bandung. The scope of educational quality is limited to four relevant standards, namely content standards, process standards, educator and education personnel standards, and graduate competency standards.

The research employed a qualitative approach with a case study design. Data were collected through interviews, observations, and documentation involving the principal, development team, committee, and parents. Data analysis was conducted using Miles and Huberman's interactive model through stages of data collection, reduction, display, and conclusion drawing, with validity tested through source triangulation. Theories used in this study include Robbins and Coulter's management theory, the Indonesian National Education Standards, and Michael Porter's theory of competitive advantage.

The findings reveal that the strategic management of the madrasah principal is carried out consistently through the stages of formulation, implementation, and evaluation. The madrasah's vision and mission were reviewed participatively, translated into operational documents, and strengthened with SWOT analysis. Quality strategies were implemented through tahfidz programs, a culture of achievement, technology-based learning, and continuous teacher competency development. Evaluation was conducted using the SPMI cycle with a PDCA model, resulting in ongoing improvements. The impact is evident in the increased student achievements, higher selectivity in new student admissions, as well as the strengthening of the institution's reputation and competitiveness.

Keywords: Strategic Management, Educational Quality, Competitiveness.