

Management Strategic on Formulating and Socializing the Vision and Mission at Islamic College Putra Galuh Ciamis

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ABSTRACT

Vision and mission are the main parts which should be formulated, socialized, understood together, and implemented collectively and consistently to achieve the goals of an institution. This study aims to identify the vision and mission formulated and socialized at Islamic college Putra Galuh Ciamis. In this study, the researchers used qualitative approach under phenomenological method. The results of the study showed that the vision and mission were formulated and socialized within 6 stages: forming a team to develop the vision and mission of Islamic college Putra Galuh Ciamis; preparing a draft of the vision and mission plan for Islamic college Putra Galuh Ciamis; revising the draft that has been designed; creating harmony between the vision, mission, goals, and programs conducted at Islamic college Putra Galuh Ciamis; making decision by listening the inputs from the lecturers, the students, the users and other stakeholders in a forum taken place at Islamic college Putra Galuh Ciamis; and socializing the vision, mission, goals and programs to the whole academic community at Islamic college Putra Galuh Ciamis. In addition, the barrier factors at which vision and mission are hardly known and understood by the whole stakeholders, including: lack of awareness of each academic community to memorize well the vision and mission that had been socialized; the socialization of the vision and mission has not been conducted sustainably; and the vision and mission that have been socialized have not been posted in every room, so that the whole students have not read them. The new findings as the novelty of the present study is in the form of the supporting factors as the solutions to overcome the barrier factors. Those supporting factors include: the setting of banners containing the vision and mission of Islamic college Putra Galuh Ciamis were taken place in the leaders' rooms, lecturers' room, and administration room; the vision and mission are written in the student's thesis writing guidebook; and the vision and mission were also posted in the website of Islamic college Putra Galuh Ciamis, so that it can be easily accessed by online.

Keywords: *Islamic higher education; management strategic; vision; mission*

INTRODUCTION

Education is a process of humanizing humans carried out by adults towards students through a series of planned activities, using certain methods, techniques or approaches to equip students to be a generation whose noble characters, knowledges, skills and competences (Dagdag et al., 2024; Herniawati et al., 2024). Therefore, education is very important because it has basic functions in preparing human resources for the development of religion, nation and state. Thus, full supports are needed from the whole parties to carry out the education process, so that the process can run smoothly according to expectations as stated in the national education goals (Akmal & Wahira, 2024). The national education goals themselves are narrated in the Act Number 20 of 2003 which is stated, “*Mengembangkan potensi peserta didik agar menjadi manusia yang beriman dan bertakwa kepada Tuhan Yang Maha Esa, berakhlak mulia, sehat, berilmu, cakap, kreatif, mandiri, dan menjadi warga negara yang demokratis serta bertanggung jawab.*” (Undang-Undang Nomor 20 Tahun 2003 tentang Sistem Pendidikan Nasional).

Furthermore, the national education goals aforementioned are operationally stated into the curriculum to be implemented at school learning process. Therefore, schools as the spearhead of national education are responsible to participate in realizing the goals national education (Hambali et al., 2024). Apart from that, in carrying out these responsibilities, schools need to be managed and organized transparently, effectively and efficiently, so that they can transform into quality educational institutions (Zulfa & Nugraha, 2024). A qualified school is a school that is able to synergize governance among the whole available resources into a system that moves in tandem to be collaborative efforts to create quality education, learning and graduates. Thus, a school's quality is a quality designed by school management completed by a dynamic and continuous work patterns to achieve school performances optimally (Baidowi, 2024).

Through optimal performances, school would be able to result and graduate the qualified output and outcome in the form of the best students who have the best achievements, skills, and noble characters. Thus, with these qualified output and outcome, it would have significant impact towards better life, prosperity, and of course strengthening the order life of the nation and state. It is because a country will be superior if education is able to result qualified graduates who have noble characters, achievements, and skillful. This result can be reached, if the paradigm of education is changed, at which education should be based on the unique local wisdom, measurable, and achievable vision and mission. Further, to design and create the unique local wisdom, measurable, and achievable vision and mission, it is decided by dedicated and qualified human resources who exist at school. Then, the formulated vision and mission should be internalized into achievable goals. Those goals then become the agreement from the entire stakeholders at the school to be achieved (Conway et al., 1994; Zulfa & Nugraha, 2024). Hence, achievable vision, mission, and goals become the soul of successful education in Indonesia (Akmal & Wahira, 2024).

In terms of regulations, the obligation for school to formulate, make an agreement, and socialize the school's vision and mission is regulated by the Minister of Education and Culture Regulation Number 61 of 2014, which states that the vision is the shared ideals for the future among the members of the educational unit, which are formulated based on input from the whole school communities. A mission is something that must be implemented as an elaboration of a vision that has been set within a certain period of time to be the fundamental reference to prepare the programs within short, medium and long terms based on input received from the whole members of school communities (Peraturan Menteri Pendidikan dan Kebudayaan Nomor 61 Tahun 2014).

In practice, vision and mission reflect school's community needs and expectations for qualified school and education system. Vision and mission have to be understood and implemented by the whole stakeholders at school. Thus, vision and mission are very important for school principals as top leaders in educational institutions. However, the development of school's vision and mission is not fully realized by education administrators, and it is only a normative requirements. Apart from vision and mission, there are also school goals and programs. The goals of a school are the result of educational practices to be achieved. Meanwhile, a school's programs are an educational programs implemented by a school's management in accordance with the school's goals. Thus, programs are adjusted to a school's goals to ensure that one school's programs are different from other schools have (Akmal & Wahira, 2024; Calam et al., 2020; Monita et al., 2024). Nevertheless, the phenomena of formulating, making agreement, and socializing vision, mission, goals, and programs are not as easy as the theory, because in the reality many schools event higher education experienced difficulties to formulate and socialize in order to be understood and implemented by the whole stakeholders at school or higher education. One of higher educations is Islamic college Putra Galuh Ciamis located in Ciamis, West Java.

Based on the results of the observation conducted by the researchers, it is known that the vision and mission experienced at least two barriers. These two barriers are: (1) the vision and mission have not been based on the reality analysis and needs analysis in the field, so that contextually and rationally the formulated vision, mission, goals and programs have not become the characteristics of Islamic college Putra Galuh Ciamis itself. (2) not the whole lecturers, educational staffs and students of Islamic college Putra Galuh Ciamis know, memorize and understand the vision and mission formulated by Islamic college Putra Galuh Ciamis which has been socialized. Even though, the vision and mission have been printed on banners and put in every room, such as: the leaders' room, the chief of program study's room, the finance and administration room, and the classrooms.

This study is supported by three previous studies. The first previous study was conducted by Hamdan (2001) entitled, "Higher Education Vision and Mission Statement". The results of the study showed that a good vision must be known, understood and internalized by the whole organizational stakeholders. Therefore, the

vision must be stated in written form, then socialized to the whole organizational stakeholders. The second previous study was conducted by Hafizin & Herman (2022) entitled, "Formulating the Vision and Mission of Educational Institutions". The results of the study showed that formulating vision and mission requires the following steps: (a) developing school's vision and mission are not an easy, it requires supervision and involves everyone effort; (b) school's vision and mission cover many things related to various programs to be achieved in the future. Meanwhile, the latest previous study was conducted by Lilik et al., (2022) entitled, "Implementation of the School's Vision, Mission and Goals to Achieve Quality Schools at *Istiqomah* Sambas Middle School, Purbalingga". The results of the study showed that the implementation of school vision, mission, and goals has proven to have a very strong influence on the quality of education as measured by the quality on the process of education.

Based on the background of the study explained aforementioned, the researchers formulated two research problems, i.e.: (1) How is the vision and mission formulated and compiled at Islamic college Putra Galuh Ciamis? (2) What are the supporting and barrier factors of the vision and mission known and understood by the whole stakeholders at Islamic college Putra Galuh Ciamis? Based on these two research problems, the objectives of this study are: (1) To identify the vision and mission formulated and compiled at Islamic college Putra Galuh Ciamis. (2) To identify the supporting and barrier factors of the vision and mission known and understood by the whole stakeholders at Islamic college Putra Galuh Ciamis.

METHOD

In this study, the researchers employ qualitative research method under a phenomenological approach. According to Herniawati et al., (2025); Margaretha, (2020), qualitative research is a research that emphasizes natural understanding to find out about events based on in-depth observation of a particular phenomenon. Meanwhile, what is meant by a phenomenological approach at which it is understood as an approach that describes real life events from a group of individuals regarding a phenomenon or concept that can be observed (Creswell, 2015; Syamsi & Khamim, 2022). Thus, qualitative phenomenological method is understood as a research that emphasizes natural understanding to find out about the description of real life events, based on in-depth observation of an observable phenomenon or concept.

Regarding qualitative phenomenological method aforementioned, the researchers conduct observation towards the vision, mission and goals formulated and socialized at Islamic college Putra Galuh Ciamis. This study is carried out every Tuesday 5, 12, 19, 26 September 2023. The populations of this study are leaders of Islamic college Putra Galuh Ciamis which consists of chairman, vice-chairman 1, vice-chairman 2, and vice-chairman 3, chairman of LPMI, chairman of LPPM, head of PGMI Study Program, Secretary of PGMI Study Program, head of PIAUD Study Program, Secretary of PIAUD Study Program, head of Sharia Banking Study Program, Secretary of the Sharia Banking Study Program, and 1 lecturer representative from each study program (total 3 lecturers), so that the number of respondents was 15 people. The

respondents of the study has understood that his/her involvement is completely voluntary, because before conducting this mini research, the researchers asked the permission for them to be involved during this study. However, the researchers respected the respondents' right to accept or refuse to be the participation of the study. Further, the researchers acted as the participant observers who observed the activities during formulating and socializing the vision, mission, and goals carried out at Islamic college Putra Galuh Ciamis.

Dealing with the instrument used in this study, the researchers used an observation sheet. Then, the data obtained from the observation are recorded in the observation sheet, then those are analysed qualitatively using the model of data analysis techniques taken from Milles & Huberman. The steps are: (1) data reduction, refers to a process of simplifying and classifying data and also discarding the unnecessary data, (2) data presentation, refers to a process of setting and arranging data systematically, so that it is easy to understand, and (3) conclusion or verification, refers to a process of data analysis techniques carried out to see the results of data reduction and assess the suitability of the data, but still refer to the analysis objectives to be achieved (Hidayat et al., 2023; Khofifah & Mufarochah, 2022).

FINDINGS AND DISCUSSION

Based on the whole results of the process of formulating the vision, mission, and goals carried out by the leaders of Islamic college Putra Galuh Ciamis (chairman, vice-chairman 1, vice-chairman 2, and vice-chairman 3), chairman of LPMI, chairman of LPPM, head of PGMI Study Program, Secretary of PGMI Study Program, head of PIAUD Study Program, Secretary of PIAUD Study Program, head of Sharia Banking Study Program, Secretary of Sharia Banking Study Program, and 1 lecturer representative from each study program (total 3 lecturers). Thus the number of respondents was 15 people. The process of formulating the vision, mission, and goals is observed. The observation results are then written in an observation sheet which is presented in the following table.

Table 1. Observation results on formulating the vision and mission at Islamic college Putra Galuh Ciamis

Date	Time	Observation Results
September 5 th , 2023	08.00-12.00	<p>At the first observation, the data were obtained that the process of preparing the vision and mission at Islamic college Putra Galuh Ciamis was based on the following legal basis:</p> <ol style="list-style-type: none"> 1. the Act of Republic of Indonesia Number 20 of 2003 concerning the National Education System; 2. the Act of Republic of Indonesia number 14 of 2005 concerning Teachers and Lecturers; 3. the Act of Republic of Indonesia number 12 of 2012 concerning Higher Education; 4. the Government Regulation of Republic of Indonesia Number 37 of 2005 concerning

		<p>Lecturers;</p> <ol style="list-style-type: none"> 5. Government Regulation of Republic of Indonesia Number 17 of 2010 concerning Management and Implementation of Education; 6. Government Regulation of Republic of Indonesia Number 66 of 2010 concerning amendments to Government Regulations Number 17 of 2010 concerning Management and Implementation of Education; 7. Presidential Regulation of Republic of Indonesia Number 8 of 2012 concerning the Indonesian National Qualifications Framework (KKNI); 8. Minister of National Education Regulation of Republic of Indonesia Number 85 of 2008 concerning Guidelines for Preparing Higher Education Statutes; 9. Statute of Islamic college Putra Galuh Ciamis.
		<p>Furthermore, the vision and mission are formulated based on the whole activities within the campus environment which are carried out jointly or sequentially. The formulation of the vision should have a general description of the school profile in the form of one abstract phrase to realize the ideals future within a certain period of time. The mission is an explanation of the vision made point by point, as well as the goals.</p>
September 12 th , 2023	08.00-12.00	<p>At the second observation, the data were obtained that after the vision and mission were formulated, then those were prepared and translated into the goals. The steps of preparation were carried out as follows:</p> <ol style="list-style-type: none"> 1. forming a team to develop the vision and mission of Islamic college Putra Galuh Ciamis; 2. preparing a draft of the vision and mission plan for Islamic college Putra Galuh Ciamis; 3. revising the draft that has been designed; 4. creating harmony between the vision, mission, goals, and programs conducted at Islamic college Putra Galuh Ciamis; 5. making decision by listening the inputs from the lecturers, the students, the users and other stakeholders in a forum taken place at Islamic college Putra Galuh Ciamis; 6. socializing the vision, mission, goals and programs to the whole academic community at Islamic college Putra Galuh Ciamis.
September 19 th , 2023	08.00-12.00	<p>At the third observation, the data were obtained that the barrier factors made the vision and mission hardly known and understood by the whole stakeholders at Islamic college Putra Galuh Ciamis, including:</p>

		<ol style="list-style-type: none"> 1. lack of awareness of each academic community to memorize well the vision and mission that had been socialized; 2. the socialization of the vision and mission has not been conducted sustainably; 3. the vision and mission that have been socialized have not been posted in every room, so that the whole students have not read them.
September 26 th , 2023	08.00-12.00	<p>At the fourth observation, the data were obtained that the supporting factors made the vision and mission were known and understood by the whole stakeholders at Islamic college Putra Galuh Ciamis, including:</p> <ol style="list-style-type: none"> 1. the setting of banners containing the vision and mission of Islamic college Putra Galuh Ciamis were taken place in the leaders' rooms, lecturers' room, and administration room; 2. the vision and mission are written in the student's thesis writing guidebook; 3. the vision and mission were also posted in the website of Islamic college Putra Galuh Ciamis, so that it can be easily accessed by online.

Source: (Data were gathered on September 5th, 12th, 19th, & 26th, 2023)

After obtaining the data from the results of observation during 4 days (5th, 12th, 19th, and 26th of September 2023), the process of formulating the vision and mission are written in the observation sheets. Then, the researchers answered the two research problems. The first research problem is: How is the vision and mission formulated and compiled at Islamic college Putra Galuh Ciamis? Based on the data obtained on September 12th, 2023, the data were obtained that the vision and mission at Islamic college Putra Galuh Ciamis were formulated and compiled through 6 stages. Those are: (1) forming a team to develop the vision and mission of Islamic college Putra Galuh Ciamis; (2) preparing a draft of the vision and mission plan for Islamic college Putra Galuh Ciamis; (3) revising the draft that has been designed; (4) creating harmony between the vision, mission, goals, and programs conducted at Islamic college Putra Galuh Ciamis; (5) making decision by listening the inputs from the lecturers, the students, the users and other stakeholders in a forum taken place at Islamic college Putra Galuh Ciamis; and (6) socializing the vision, mission, goals and programs to the whole academic community at Islamic college Putra Galuh Ciamis.

In addition, the researchers answered the second research problem. The second research problem is: What are the supporting and barrier factors of the vision and mission known and understood by the whole stakeholders at Islamic college Putra Galuh Ciamis? Based on the data obtained on September 26th, 2023, the supporting factors for the vision and mission at which it was known and understood by the whole stakeholders at Islamic college Putra Galuh Ciamis, including: (1) the setting of banners containing the vision and mission of Islamic college Putra Galuh Ciamis were taken place in the leaders' rooms, lecturers' room, and administration room; (2) the vision and mission are written in the student's thesis writing guidebook; and (3) the

vision and mission were also posted in the website of Islamic college Putra Galuh Ciamis, so that it can be easily accessed by online. In addition, based on the data obtained on September 19th, 2023, the barrier factors that caused the vision and mission were hardly known and understood by the whole stakeholders at Islamic college Putra Galuh Ciamis, including: (1) lack of awareness of each academic community to memorize well the vision and mission that had been socialized; (2) the socialization of the vision and mission has not been conducted sustainably; and (3) the vision and mission that have been socialized have not been posted in every room, so that the whole students have not read them.

Based on the answers from the two research problem aforementioned, the results of this study have similarities with the first previous studies conducted by Hamdan, (2001) that focused on how to formulate the vision and mission in higher education. In contrast, the results of the present study are dissimilar to the two previous studies conducted by Hafizin & Herman (2022) and by Lilik et al., (2022), at which the second and third previous studies focused on the importance of formulating the vision and mission in secondary school level education. As for the new findings of the present study are found the supporting factors as the solutions to overcome the barrier factors appeared in this study. The supporting factors aforementioned would be alternative solutions for the leaders as the decision makers at Islamic college Putra Galuh Ciamis to socialize the vision and mission, and how to internalize those vision and mission into the goals and the programs realized during 4 years. Hence, the supporting factors as the new findings become the novelty and originality of the present study. Further, this study is also supported by other research conducted by Abukari & Corner (2010); Breznik & Law (2019); Conway et al., (1994); Dagdag et al., (2024); Sethi et al., (2023); Slintak & Dvorsky (2019); Taiwo et al., (2016).

The novelty of the present study is expected to have wider implication to the educational institution, not only for higher education, but also for primary and secondary educational level. Besides, the novelty is also useful to be the references for informal and non-formal educational level in formulating and socializing vision, mission, and how to break down to the goals and programs. Thus, the benefits of this study can be acquired and disseminated to the entire academic communities and society throughout Indonesia.

CONCLUSION

Based on the results and discussion of the present study, those can be concluded that the vision and mission at Islamic college Putra Galuh Ciamis are formulated and and compiled through 6 stages. Those are: (1) forming a team to develop the vision and mission of Islamic college Putra Galuh Ciamis; (2) preparing a draft of the vision and mission plan for Islamic college Putra Galuh Ciamis; (3) revising the draft that has been designed; (4) creating harmony between the vision, mission, goals, and programs conducted at Islamic college Putra Galuh Ciamis; (5) making decision by listening the inputs from the lecturers, the students, the users and other stakeholders in a forum taken place at Islamic college Putra Galuh Ciamis; and (6) socializing the vision,

mission, goals and programs to the whole academic community at Islamic college Putra Galuh Ciamis.

Furthermore, the supporting factors for the vision and mission at which it was known and understood by the whole stakeholders at Islamic college Putra Galuh Ciamis, including: (1) the setting of banners containing the vision and mission of Islamic college Putra Galuh Ciamis were taken place in the leaders' rooms, lecturers' room, and administration room; (2) the vision and mission are written in the student's thesis writing guidebook; and (3) the vision and mission were also posted in the website of Islamic college Putra Galuh Ciamis, so that it can be easily accessed by online. In addition, the barrier factors that caused the vision and mission were hardly known and understood by the whole stakeholders at Islamic college Putra Galuh Ciamis, including: (1) lack of awareness of each academic community to memorize well the vision and mission that had been socialized; (2) the socialization of the vision and mission has not been conducted sustainably; and (3) the vision and mission that have been socialized have not been posted in every room, so that the whole students have not read them.

The researchers are aware that this study has limited scope that only investigates vision and mission which are formulated and socialized at the private Islamic higher education. Further, the vision and mission are interpreted into the goals and programs that should be achieved in 4 years. Thus, the researchers suggest the forthcoming researchers to investigate the broader scopes beyond vision, mission, goals, and programs. Hence, the next study would be more comprehensive and contribute wider benefits for educational field not only in national, but also in international levels.

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