Strategic Planning for Students in Little Koala Montessori Kindergarten

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Abstract—**This study figures out the strategic planning forLittle Koala Montessori (LKM) Kindergarten students. The research used a case study method. The results revealed that (1) need analysis was conducted as a screening system to determine the number of students including the capacityof educators per class, to prepare expansion plans, local classes, facilities, and infrastructure, to observe students' abilities, to set basic goals, to guide students and to evaluate it. (2) Students' recruitment conducted for Primary School New Qualifying such as reading, writing, math, and psychological tests. (3) The selectionconductedtothe students' initial abilities. (4) Students' orientation is an activity of introducing the situation and condition of kindergarten to the students. These situations and conditions involved the social and physical environment. (5) In student placement, the LKM Kindergarten wasconductedto find students'' prior knowledge, both from their cognitive abilities, physical, and consultation with parents of students.**

Keywords—strategic planning, early childhood students, Little Koala Montessori (LKM) Kindergarten

I. INTRODUCTION

Improving the quality of early childhood education can not be separated from education management implemented. The scope of educational management in the micro level of schools is the management of labour, students, educators, curriculum, facilities and infrastructure, finance, school relations, and the community. It requires a variety of training for school managers to improve their management. Implementing change management through training and establishing high performing work practices are crucial to the builder'spossibleorganisations [1]. This concept seeks to explain that management changes through training and building high-performance practices is very important to build a reliable organisation. Educational institutions need management to plan, direct, control and evaluate activities to achieve educational goals.

In the planning aspect, it can be seen that in 2016/17 the recruitment of new students in LKM Kindergarten is 120 students. There was a very high public interest in the LKM Kindergarten. The registration of new students of the first batch devoted to students of the LKM playgroup and siblings of students. The number of seats and classes determined by school management for maximum learning achievement. In the second batch, the acceptable new studentsare equal from outside LKM Kindergarten. This school conducts a planning strategy to increase public interest in sending their children. Strategic planning described as a rational planning model following the prescriptive school of strategy [2].

In the LKM Kindergarten, strategic planning involved need analysis, students' recruitment, selection, students' orientation and placement. Thus, this study describes and analyses the strategic planning that used in the LKM Kindergarten.

A. Management

Management is the act of getting people together to accomplish desired goals [3]. Innovation in management is defined as the invention and implementation of practice, structure, techniques or management process that is new to the highest level of development in the field and that accomplished in order to contribute to reaching organisation objectives [4]. It calls for competent management, which involves clarity in decision-making and coherence in order to adopt the most valuable actions to encourage the transformation of the centres and the development of projects for improvement [5].

The management program at this school creates a centred or learner-centred classroom, and learners are given the freedom and gain results from every process they learn, aimed at the learning that active learners apply. There should be involved atthedecision, strategic and action levels members of local community, decision-makers at the local and central level, NGOs, family, school management and each teacher while working individually with its pupils and their parents [6]. Knowledge management strategy refers to the overall approach an organisationintends to take to align its knowledge resources and capabilities for enhancing organisational performance [7].

Knowledge management is needed because in managing the organisation. A deep understanding of the organisation is primarily about the main issues that occur within the organisation before planning management. Management is an attempt to identify the cause of the problem in an organisation and analyse the effectiveness of the individual so that the goal can be achieved.To support the benefit of management, the task of management is to monitor the environment and coordinate the structures, rules, and procedures [8].

B. Planning

In essence, planning is a human activity done consciously to achieve goals in the future. Planning can push managers to think outside the box, to anticipate what they might need to do in different situations [9].Planning involves developing a written plan that has the following components: anorganisationalmission, guiding principles, broad strategic objectives, and specific tactics, projects, and activities for

achieving the broad objectives.Planning is a component of strategy; it is an active option to cope with the future [10]. Strategic planning defined as "the process of developing and maintaining a strategic fit between the organisation and its changing marketing opportunities [11].

Planning based on the ideas, frameworks, and concepts commonly taught in business schools [12]. Ideally, based on a relatively systematic analysis of the business unit's resource profile and task environment, the SWOT framework is commonly applied to extract a strategic platform, and identify the strategic challenges that must be addressed to ensure a profitable future. Planning is the organised and systematic process for making fundamental decisions and establishing plans which set the orientation of organisational activities within the legal framework [13]. In line with previous theory, planning is merely a set of concepts, procedures, and tools that must be applied wisely to specific situations [14]. Also, even when they are applied wisely, there is no guarantee of success.

Planning is defined as a disciplined effort to make fundamental decisions and take actions that are guidelines for an organisation; what it is, what it does and why it does. Planning combined with both systematic and imaginative thinking in a way that could provide a unique insight into the future that leads to the development of organisational strategy and action [15]. There are elements of the systematic planning process; formulation of the problem, formulation, and evaluation of the alternatives, decision-making selection of an alternative [16].The planning school calls for a rational approach to strategic planning that is structured and controlled [17]

Proper planning will help teachers to focus better on teaching, and this will produce meaningful learning[18]. This will allow planning, designing and implementing Smart Learning & Teaching Environments that will be integrated into the curriculum for kindergarten and primary school; creating situations of learning and teaching that will respect the principles of continuity and balanced growth; building spaces of expression and multi-sensorial experience that will encourage digital game situations mediated by multimedia languages; promoting greater participation and relationship among the different actors of the educational process (teachers, parents and students) that will increase the sense of learning community and the educational co-responsibility.

Laine conducted a study in Finland. They found the schools had named goals for action plans in all aspects of the promotion of occupational well-being in schools (worker and work, working conditions, professional competence, working community) and that these goals were mainly realised in the schools in a systematic way [19].

Based on the various opinions above about planning, it can be synthesised that planning is a strategic plan that involves several components includingorganisational mission, strategic goals, and specific tactics to achieve goals. Regarding planning in the LKM Kindergarten, one of the planning that needs to be considered is planning in needs analysis, recruitment, selection, orientation and placement of students.

C. Need Analysis

In the management activities of students, the first step is to conduct a needs analysis, namely the determination of students needed by educational institutions (schools). Need analysis is the first step in management. The analysis must be carried out with information gathering activities to investigate the needs and competencies of students. The most important thing is that students can develop their potential. Within education children are encouraged by tasks and challenges appropriate to their stage of development, teachers can reflect on the different educational needs of "all children" (i.e. children from socio-culturally disadvantaged background, gifted children, children with disabilities, so forth.) and can overcome potential barriers to teaching and assessment of individual children and their groups [20].

D. Student's Recruitment

Recruitment is not only used in the world of work, but recruitment is also appliedto the world of education. Recruitment could mean bringing in net new members and cultivating existing prospects/leads [21]. It means that recruitment is a process where an organisation needs someone who is potential to enter the organisation.

The three main recruitment objectives: (1) attracting appropriate applicants; (2) maintaining their interest in the job offer and the organisation; (3) persuading applicants to accept the job offer. In the future, this management system is expected to enhance classroom learning further [22]. Class educators must have individual competencies in managing the classroom so that the atmosphere of learning in the classroom can run effectively and efficiently.

In the context of competency, getting the best input from prospective students is what is needed for effective and efficient input management. Without a good pattern of input management, the kindergarten will get difficulty in meeting the minimum quota of the number of students who are proclaimed and will even meet the significant obstacles in optimising student growth. The input management of kindergarten school students includes three things, namely: registration, interview, and administration.

E. Student's Selection

The selection is the process of choosing which member(s) of an applicant pool is (are) most likely to behave in a manner that will achieve or surpass organizationally defined metrics of success [23]. There are two choices of how the selection process is carried out so as not to reject a lot of prospective students, namely:

1) Selection must also be consideredas a mental age factor. This means that even if the student is four years old, but mentally still too early, it is better if the reception postponed next year or if the institution opens a family planning class then it may enter the family planning class. Thus the mental age brings two choices, namely to postpone its acceptance next year or enter the class below it.

2) It conducts institutional development or expansion. However, if this is too far, it can open a new class and increase the number of education staff.

F. Student's Orientation

In particular, orientation aims to establish relationships between educators and fellow students so that intimacy occurs between them and avoid behaviour that likes to disturb friends. The quality of children's relationships with their teachers and their engagement at school, as well as their ability to refrain from disruptive behaviour in the classroom, are relevant for academic success when children enter the school environment [24]. Schools play a role in improving the quality of the relationship between students and educators, and fellow students and their ability to refrain from disturbing behaviour in the classroom when students begin to enter the school environment.

G. Student's Placement

Inclusive learners receive individual attention from the LKM Kindergarten when new students receive their education especially to determine the seating position of students. Avoiding discrimination is important.In the context of educating children with special educational needs, we talk about general classes that represent an educational environment that opens to all without any discrimination and prejudices [20].

II. METHOD

This research used a case study by using a qualitative approach. It was used to obtain accurate information to answer the problem of this research. The research question is that how is strategic planning for students in Little Koala Montessori (LKM) Kindergarten, Karawaci, Tangerang District, Banten.

The primary data sources *(*key informants*)* in this research are the foundation, principals, teachers, and administrative staff and parents guardians of LKM Kindergarten students. Data collecting techniques used were interview, documentation and observation. It aims to get information as much as possible about "*Strategic Planning for Students in Little Koala Montessori Kindergarten."*

III. RESULTS AND DISCUSSION

In the planning aspect, Little Koala Montessori (LKM) Kindergarten Karawaci Tangerang applies several plans including; needs analysis, recruitment, selection, orientation, and placement.

A. Need Analysis

Needs analysis is a procedure for collecting information about learners and classroom activities to design a syllabus [25]. It is a useful tool to understand students' needs and to help the implementation of educational policies. To support the theory, Needs analysis is the preliminary stage of designing courses, syllabuses, materials and the sort of educational activities that take place [25]. It means that needs analysis is a significant factor that should be discovered and negotiated in the planning aspect.

The Little Koala Montessori (LKM) Kindergarten manager performs needs analysis such as determining the number of students to be accepted, preparing the program of activities, interests and talents, facilities and infrastructure, budget and educational personnel available. Also, it performs recruitment with several stages of determining the new student admission committee, registration requirements, new student admission committee schedule, acceptance system, online-based new student admission committee procedures, determination of capacity and determination of candidates received.

One of the exciting plans from LKM Kindergarten is the existence of a screening system by distributing brochures to the community through booklets, social media and open houses. The open house in question is to open a house to receive guests. They spread invitations and brochures to attract many people to come. The LKM Kindergarten prepares exhibitions in the form of books, children's work, art performances, and presenting a little snack. Also, there is a tour around the LKM kindergarten.

There are several steps of the LKM Kindergarten in conducting needs analysis such as determining the number of students according to capacity, the number of educators per class, preparing land expansion plans, local classes, facilities, and infrastructure, observing students' abilities, setting primary goals, guiding students, and evaluating.

According to the observation that the researchers found, LKM Kindergarten held a meeting which topics are related to need analysis of students. The LKM Kindergarten plans the number of students to be accepted, consideration of class capacity/number of classes available, and consideration of the ratio of students and educators. Ideally, the student and educator ratio is 1:5. Also, other planning is compiling activity programs, interests and talents, existing facilities and infrastructure, available budgets and available education personnel.

B. Students' Recruitment

LKM Kindergarten determines the selection stage through tests (psychotics test, physical test, medical test, academic test, or skill test), and through talent searching ability of learners. After being declared valid as part of LKM Kindergarten, supervisors provide orientation for two days through the introduction of LKM Kindergarten environment, knowing educators, visiting the classroom, library, playground, and all facilities.

Students' recruitment in the LKM Kindergarten is one of the selected activities for new students. There are some steps in conducting this recruitment such as forming a recruitment committee, determining the registration requirements, determining the recruitment schedule, acceptance system, recruitment procedures, determining capacity and determining the candidates receive.The test for recruiting new students in the LKM Kindergarten is for Primary School New Qualifying including reading, writing, math, and Psychological tests.
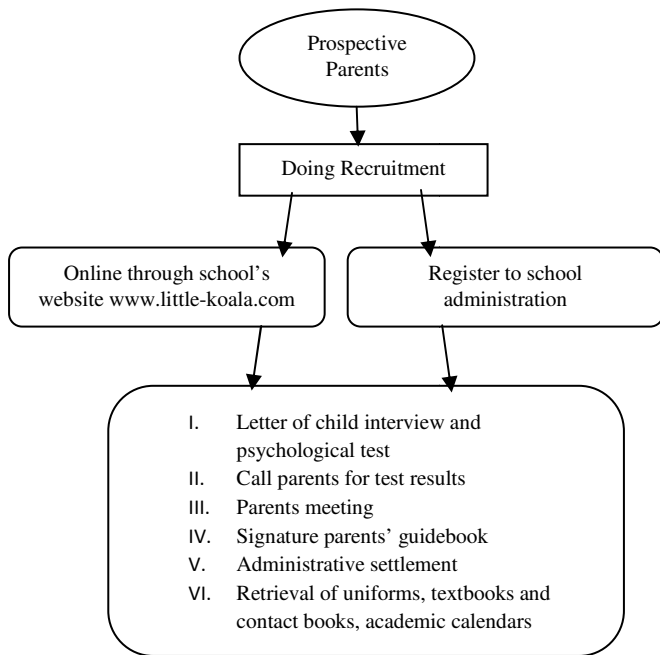
Fig.1   Students' recruitment process

C. Students' Selection

The steps were taken by the LKM Kindergartenin selecting students such as the priority for students who are the first to register, and students who have siblings attended in LKM Kindergarten. The school conducted an interview and psychological tests. Educators were actively involved in the student selection committee. The selection process supported by the observations of researchers conducted. It found that the manager of LKM Kindergarten selected students to be proportional to the needs of them.

Selection is made to see the students' initial abilities. It determined whether or not they accepted at the LKM Kindergarten. The selection purpose is to know more students' intelligence, ability, and psychology in learning. Also, talent selection conducted to see students' talent and interests. Then, they grouped according to their talents during the learning process and directed to existing extracurricular programs according to their interests.

D. Students' Orientation

Students' orientation is an activity of new students' acceptance by introducing the situation and condition of kindergarten. These situations and conditions involve the social and physical environment such as get around the LKM Kindergarten, yard, sports venue, building and equipment for the LKM kindergarten and other facilities provided.
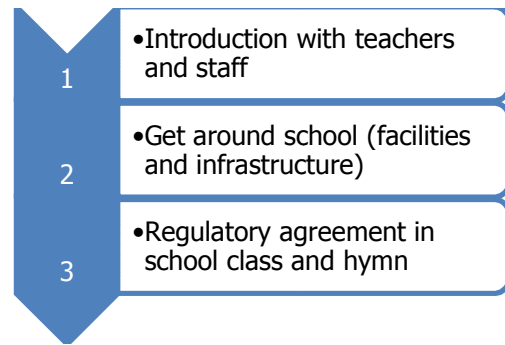

Fig.2   Students' orientation process

The orientation was conducted everyday. However, it was officially done in two days in introducing all things to students. In brief, the students are interested in new things.

The LKM Kindergarten is directly involved in analysing orientation program needs for prospective parents of students and new students as well as the principal provides an introduction to the school environment, teaching staff, school discipline and carrying out fun activities. Thus, children want to go back to school the next day. Likewise, the student orientation and educators carry out a fun program and distribute balloons on the first day of school. Also, education personnel prepare student data to be given to the Principal.

E. Students' Placement

The school conducted initial observations about students, both from their cognitive abilities, physical, and consultation with parents of students. It analyses the number of children and their distribution because Montessori schools are public schools. So, there are individual students who have different backgrounds, ethnicities, religions, even students who are classified as introverts and extroverts in the classroom. Because of the different backgrounds, the LKM Kindergarten divides students proportionally.

The students' placement refers to proportional distribution both from their religious, ethnic and gender backgrounds. For example, 10 Muslim students divided into 2, then 5 in class A and 5 in class B, as well as others such as gender, race, and student activity. If there are ten male students, it will be separated into 2 or 3 depending on the number of students in their class.

The philosophy of class division used is the comfort and effectiveness in learning so that the learning achievement can be achieved by students. Based on observations, researchers found that there was one class of 25 students with 5 Montessori areas.

If there are students with special or inclusive needs, they are also given the opportunity to join the LKM Kindergarten and will be the same as other regular students. Because Montessori tools commonly used for healing students with special needs. Every year, students will receive special needs so that they will learn like regular classes, but there is more specific supervision from class educators.

IV.   CONCLUSION

In the aspect of student planning, the Little Koala Montessori Kindergarten Karawaci Tangerang, Banten applied needs analysis according to class capacity, student

and teacher ratios, plan new online learner acceptance online, trace talent ability of learners through academic and skill test and give orientation for two days to learners through the introduction of the environment of the Little Koala Montessori Kindergarten Karawaci Tangerang, Banten.

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