

Strategy of Islamic Boarding School Based State Islamic Secondary School Development

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Abstract—Islamic boarding school based Islamic school has played an important role in the education system in Indonesia, especially in the formation of the nation's character. This paper attempts to describe developing strategies of boarding school integrated with state madrasah. This boarding school is built to support the Islamic religious lessons in a state madrasah managed by principals and their staff. The focus in this research is a boarding school in Purwakarta, West Java, Indonesia. The analysis used is a qualitative approach that is by interpreting the data interactively and continuously. This research found that strategies in Islamic Boarding School of Tarbiyah Islamiyah are significant decision making capacity, leadership that not only focuses on a single leader but is shared across the organization, team work, and strategic planning all push the innovation agenda in education, fulfillment of overall education standards based on school based management.

Keywords—*Islamic boarding school; strategies; state madrasah*

I. INTRODUCTION

There are several challenges facing education in the era of globalization, two of which are the globalization in the field of culture, ethics and morals as a result of technological advances in the field of transportation and information and the problem of low level of social capital, the core of social capital is a trust [1]. Negative effects of globalization on human values, including: 1) poverty of spiritual values, 2) the fall of man from spiritual beings to material creatures causing animal lust to be the guide of human life. 3) The role of religion becomes marginal and merely the matter of the afterlife, while the affairs of the world into the affairs of modern science. 4) God is present only in thought, oral and written, absent in behavior and actions [2].

The impact of globalization leads to the imbalance of the educational world that is expected is the establishment of learners in thinking and working, but in reality on the other hand they are superior but on the other hand they are low in personality (IQ, EQ and SQ), moral crisis caused by ineffective education value in meaning (neighborhood, school, outdoors) [3], thus very contradictory if we return to the definition of education according to Ki Hajar Dewantara stating that education is an effort to promote the mind of spiritual power, the mind character (intellectual) and physical students [4]. Education in Indonesia is still focused on the cognitive or

academic aspects, while the soft skills or non-academic aspects still lack attention [5].

As a process, education is defined as an action that has the effect on changes in the character, personality, thinking, and behavior. Then all education is not just teaching in the sense of knowledge transfer activities, theories, and facts merely academic, as well as the printing of diploma alone. Deeper then education is essentially a process of freeing learners from ignorance, incompetence, powerlessness, untruth, dishonesty, and from bad heart, the moral, and faith [6].

Character education is very helpful in preparing students into life in the era of globalization. "... The development of the child is viewed as simple one type of behavioral change. For the leaning theorist, intellectual development consists of an accumulation of gradual learnings, of changes in specific behaviors" [7].

Subsequently KH. Muchtar Rasidi believes that pesantren is; first, the institution of the nation's character building coach [8]. Second, nursing home of the nation's personality. Third, the place of soul-fertilizing gotong-royong. Fourth, the arena of self-help education. Fifth, the arena of patriotism.

Islamic Boarding School as part of Islamic education has goals that are in harmony with the goals of education generally. The purpose of education is not solely to enrich the students' minds with explanations, but to raise morals, train and heighten enthusiasm, respect spiritual and humanity values, teach honest and moral attitudes and prepare students are taught about religious ethics above other ethics. The purpose of Islamic boarding school education is not to pursue the interests of worldly power, money and majesty, but to instill for them that learning is a mere obligation and dedication to God [9].

In Article 3 of the National Education Law, it is explained that national education is functioning to develop the ability and build the character and civilization of dignified nation in order to educate the life of the nation, aiming to develop the potential of learners to become human beings who believe and piety to God Almighty, morally good, healthy, knowledgeable, capable, creative, independent, and become a democratic and responsible citizen. This provision is of course already applicable and implemented in boarding school. Islamic boarding school has long been an institution that builds the character and civilization of the nation and the educate the life

of nation based on faith and devotion to Allah SWT and noble morals.

Therefore, efforts to improve and develop the role of boarding school in the development process is a strategic step in building the community, regions, nations, and countries. Moreover, in conditions that have happened moral crisis.

In 1970s era of change and development of boarding school can be seen from two point of view. First, the boarding school is experiencing an extraordinary amount of growth. Second, concerning the implementation of education can be classified into several namely: first, boarding school who establish formal education and apply the national curriculum. Secondly, boarding school organize religious education in the form of madrasah and teach the general sciences even though they do not apply the national curriculum. Third, Islamic Boarding School who only teach the religious sciences in the form of Madrasah Diniyah (Islamic School) [10].

Considering the process of change taking place in pesantren, it appears that to this day the institution has made an important contribution in the organization of national education. The existence of pesantren as an educational institution, which still maintain the traditional education system and that has undergone a change has a major influence in the life of Indonesian society. From time to time, pesantren grew and expanded its quantity and quality. Not a few people who pay attention and hope to pesantren (Islamic Boarding School) as alternative education [11].

It is undeniable that the guidance of the students comprehensively and directed requires a continuity in all areas, such as infrastructure, includes the provision of facilities and infrastructure and experts in education and superstructure that includes the participation of the community and special attention from the observers of education as a form quality assurance of education. This must be done continuously so that what is expected in order to educate and produce mature and ready-to-use output can be realized.

This is a challenge for educational institutions, especially Islamic Boarding School and madrasah (Islamic School) in improving competitiveness in the field with programs and characters that differentiate it from other educational institutions. This condition makes a leader of Islamic educational institutions should design strategies to win the competition and can not only surrender to face the fierce competition, because it will have an impact on the sustainability of pesantren (Islamic Boarding School).

State Islamic secondary school based Islamic boarding school in Purwakarta became a pilot madrasah (Islamic school) in west Java, the only middle-level madrasah (Islamic school) with an environmentally-based pesantren (Islamic Boarding School) that integrates two social systems, the advantages of social systems and the excellence of cultural schools and pesantren (Islamic Boarding School) education. The model of Islamic education in this madrasah (Islamic school) is to create the human resources of the ulama as well as the scientist as a whole, so that it can play a role in the whole social system. Boarding school-based Madrasah (Islamic school) in the conception of social change integrate the system of pesantren

education and school system into one unity. Realizing superior human resources in faith, morals, knowledge, and skills. This paper attempts to assess the strategies of boarding school based state Islamic secondary school development.

II. RESEARCH METHOD

Methodology in this paper is qualitative approach. . Design of research is a study case. Analyze data is based on the model of Miles and Huberman by interpreting the data interactively and continuously.

Miles and Huberman explained there are three stages that are recommended to be done in analyzing the data that is data reduction or field notes, implement verification during and after the collection of research data that appear in the presentation of data and withdrawal of conclusions. Thus, the data analysis in this research is done through the steps to seek and find the location where the research is done [12].

There are several requirements or criteria used. First, choose and determine the location of this research is Islamic boarding school based Islamic state secondary school in Purwakarta, Indonesia. Second, the analysis during the data collection (taken from field such as strategic planning document, curriculum) involves: (1) making decisions on the types of studies to be reviewed and limiting the scope of the study; (2) developing analytical questions; (3) planning the data collection stage by observing the results of previous observations; (4) to write observer comments on emerging ideas; (5) writing self-notes on the issues under study and (6) exploring the sources of lusts related to organizational design during the study. Analysis during data collection provides an opportunity for researcher to collect further data, so the results are expected to be better, because these actions are at the same time providing correction to the collected data and develop working mechanisms against the data that has been categorized. The third step, this activity is to categorize the data and provide the code on the data in accordance with the focus of research while. The data analysis technique used to organize data is using the code category. Code is a category developed in research issues, key concepts and important themes.

III. RESULTS AND DISCUSSION

Pondok (Islamic Boarding School) itself comes from the Arabic word Funduq which means hotel, inn [13]. While in the general dictionary of Indonesian. *Pondok* means a place to study, study Islamic religion. The word pesantren comes from the word *santri* given the prefix "pe" and the suffix "an" which indicates the meaning of place word. The word *santri* (student) itself is a combination of two syllables namely *sant* (good human) and *tra* (like to help), so the word pesantren (Islamic Boarding School) can mean educational place to nurture human being a good person [14]. Etymologically the word pesantren comes from the word *santri* with the prefix of pe-and the ending *-an* means the residence of the *santri* (student) [15]. While in the scientific dictionary pesantren (Islamic Boarding School) means Islamic teaching college from both words have the same meaning that is lodging and residence of the *santri* [16]. So at least pesantren (Islamic

Boarding School) means the place of the santri to live and study for a certain period under the guidance of *kyai* [17]. The term santri is derived from the Tamil Language, which means the teacher is reciting [18].

Islamic Boarding School in general can be grouped, as stated in PMA No. 3 Year 1979 which categorizes boarding school into four categories, one of which will be discussed is Boarding school type D is a boarding school that organizes a boarding school system and school system or madrasah [19]. Boarding school has become a center of excellence for the development of human resources that have a basis of morality in social life [20].

Therefore, it is only natural that the development of madrasah (Islamic school) education in pesantren (Islamic Boarding School) will strengthen the social character of the national educational system that helps to produce human resources that have the reliability of mastery of knowledge and technological skills that are always imbued by religious noble values [11].

In fulfilling the standards of national education, educational institutions include Islamic school need to apply the principles and functions of management. Function and objectives of National Education Standards as the basis of planning, implementation, and monitoring of education in order to realize national education quality to realize the dignified life of the nation. Improvement of the school system and boarding school is a strategic policy to improve the quality of schools and modern boarding school expected.

The strategy explicitly, namely an action plan that explains the allocation of resources and various activities to face the environment, gain competitive advantage, and achieve corporate goals. Competitive advantage (competitive advantage) is what distinguishes a company from other companies and member characteristics for the company to meet the needs of the consumer market. The core of strategy formulation is to determine how our company will be different from other companies

Strategic management, as expressed by Faulkner and Johnson, is a management process for managers' decision functions that want to relate three key factors: the environment in which an organization engages in activities, resources that are ready to serve and the hopes and goals of different groups with support for survival his life [21]. More simply, strategic management is defined as a set of decisions and actions that result in the formulation and implementation of plans to achieve organizational goals [22]. Strategic management is a series of decisions and fundamental actions designed by top management and implemented by all levels of organization of Islamic boarding school.

Planning (development) requires a strategic step to develop superior Islamic schools and madrasah (Islamic school). Strengthening the excellence of the institution through the way of building a strong ideals and academic culture. Islamic educational institutions are trying to offer a new synthesis form that collaborates between general educational goals and the educational objectives of (Islamic) religion that are worth it.

Formulating the development of this character education model "based on the conception framework and actual practice of character education in each educational unit" [23]. With regard to the values contained in the learning curriculum, the curriculum used at school is the curriculum should be relevant to the needs of the school, both academic interest, as well as with regard to the moral development of the children in the school were still in the rules of the values that characterize education in schools that exist in the face of education in the era of globalization [24].

What is special is that it is a public school that has a formal curriculum from the ministry of religions and integrates the boarding school curriculum. Establishment of this boarding school is the result of positive response and support from Purwakarta district government, together with ministry of religion and society both materially and morally. Before the founding of the school's boarding continuously scanning of the internal and external environment of the school, and surveyed of parents resulting in integration system of intellectually stimulating curriculum and religious support program at the school with the establishment of boarding school.

With regard to the values contained in the learning curriculum, the research conducted by previous researchers stated that the curriculum used at school-school is the curriculum should be relevant to the needs of the school, both academic interest, as well as with regard to the moral development of the children in the school were still in the rules of the values that characterize education in schools that exist in the face of education in the era of globalization [24, 25].

Islamic Boarding School of Tarbiyah Islamiyah integrated with State Islamic secondary school has a complementary curriculum between boarding school and madrasah (Islamic school). Islamic Boarding School curriculum is implemented based on the needs of students at each level with four compulsory core focus: 1) tahlil Quran 2) tafsir (recitation of Al-Qur'an) 3) the linguistic programs such as nahwu, shorof, Arabic and English conversation and khot 4) yellow book or kitab kuning program, include tauhid, fiqh and morals. Planning in the curriculum involves the roles of the committee in which the top leaders in the school and its staff. The existing culture in boarding school is integrated with state madrasah (Islamic school) which is environment based school and all its activities are adjusted to the existing academic calendar in order to avoid overlap between state madrasah (Islamic school) and Islamic Boarding School of Tarbiyah Islamiyah.

In addition to the main curriculum, there is also the curriculum with selected subjects that can support the skills and arts aspects pesantren typically namely: 1) murotal 2) nasyid 3) qasidah 4) marawis and 5) santri's (student) gymnastics. The curriculum is not only regulated then carried out alone but accompanied by appreciation of religious values through the practice of daily worship that has been scheduled by the boarding schools and mudir (boarding school leader) as a supervisory board, which is then implemented by all students and teachers (asatidz and asatidzah) Tarbiyah Islamiyah boarding school based Islamic state secondary school. So the curriculum of boarding school and madrasah go hand in hand with each other.

In addition to the curriculum at least, there are three things that need to be available, namely (1) superior human resources, (2) representative academic infrastructure, and (3) supporting facilities for internalization of Islamic values [11].

Educators or called asatidz at the boarding school provide the best service continuously, they not only teach religious instruction in schools but contribute to appreciate of religious values and character building of students at tarbiyah Islamiyah boarding school based Islamic state secondary school, they become good example in Islamic studies for all students, always guide and nurture students every day. Because only with the totality in education services that can make state Islamic secondary school not only qualified in his knowledge but in terms of morality. Not only educators but the entire part of boarding schools including top leaders and employees of the boarding school is committed to serve constantly and protect all students to be able to produce faithful, knowledgeable, and having good ethics graduates.

In order to educators and other school communities to meet the expectations of top managers in creating a good boarding school culture, the management in human resource recruitment includes several stages: (a) human resources recruitment is conducted on the basis of quality human resources needs, (b) through the process of analyzing the needs of human resources development, (c) is generally made through direct appointment by Kyai (top leader) on the recommendation of his assistants, (d) Prospective lecturers are usually drawn from alumni who are deemed to have the ability to be assigned to boarding school, (e) prospective teachers coming from outside the boarding school (f) recruitment generally does not use a formal approach, but rather emphasizes the spiritual approach of candidates related to the depth of religious knowledge, personality and religious piety.

Pre-eminent Madrasah (Islamic school) should be designed in accordance with the vision and mission and institutional goals, academic and institutional system requirements analysis, and understanding the geographic and cultural contexts. While the development requires togetherness and mindset collectively, innovation continuously and utilize information technology. This re-actualization effort is directed at madrasah (Islamic school) changes from modest management to the attention to quality, development and empowerment of qualified and competent human resources, and synchronize with national policy by meeting national standards, even upgrading to higher standards, so that its existence is recognized in national, regional and international levels [26].

Some school communities such as headmaster and religious teachers and pesantren counselors formulate and define the vision, mission and purpose of Islamic boarding school and its related programs and communicated to stakeholders. School work plans and boarding school need to consider various factors, such as geographical, economic, socio-cultural and political conditions. Analysis of environmental factors that will help boarding schools to find the supporting factors that will become the strengths of boarding school and identify treats or challenges that interfere the achievement of objectives optimally. In documenting guidelines for the management of the boarding school conducted by mushrifs, field of

administration under the supervision of mudir (boarding school leader) or director of the boarding school, the guidelines include: a curriculum that has been made by the board of supervisor, educational calendar, organizational structure, empowering teacher, regulations, codes of conduct, activities schedule, and other guidelines. Boarding school leader socialize management guidelines to the school community and review them on an ongoing basis.

The financing of education in Islamic Boarding School of Tarbiyah Islamiyah is administered by the treasurer of boarding school, including in preparing the budget, preparing, processing, presenting the data, posting and reporting daily reports, monthly, semiannual and yearly use the principles that according to legislation namely the principle of justice, efficiency, transparency, and accountability. So that financial report can be audited based on valid-standard audit. It's not only the facilities and infrastructure of Islamic school that has fulfill the national standards but boarding school should attempt to keep organizing continuously and complete facilities and infrastructures such as building dormitory with toilet, hall, teacher dormitory, teacher office and other boarding school facilities.

Please note that in managing funding, madrasah (Islamic school) still have authority in applying autonomy with the spirit of school-based management. Therefore, to support the construction of boarding schools and programs in it also involves the community and parents. Because School-based management as a form of educational reform requires the support and aspirations of governments, communities and stakeholders.

Education management in boarding school Tarbiyah Islamiyah led by mudir (boarding school leader) who implement the policy of the supervisor council. Besides leading musyrif, mu'allim and murabbi councils in boarding school, mudir or director of this boarding school supervises, directs, manages and develops management and administration system including in implementing applicative curriculum, language culture and character building. In strategic management it is necessary to evaluate, because if it's only planned and implemented without any evaluation it is impossible for boarding school will progress and develop in the future, therefore the principal as the supreme leader of state Islamic boarding school together with supervisor's board, director of pesantren, and teacher assembly organize meetings of leaders, monthly evaluation meetings, semester meetings, and incidental meetings.

The benefits of madrasah and Islamic schools can be seen in several key features: (1) strong leadership and management (2) superior quality of resources (3) quality student inputs (4) supportive facilities and infrastructure, including dormitory systems where possible 5) a curriculum that develops adaptively, including extracurricular (6) institutional cooperation and broad community support [27].

IV. CONCLUSION

Educational institutions in this case Islamic Boarding School require a management of strategies that is able to control the outcome of them effectively and efficiently. The

education sector should apply structured methods to provide strategic support. To fulfill the mission of the organization, the current model of boarding school education management needs to undergo a series of changes, to reflect more closely the competencies and characteristics described above. A new management model is required, based on: significant decision-making capacity; leadership that not only focuses on a single leader but is shared across the organization; team work; and strategic planning all push the innovation agenda in education, fulfillment of overall education standards based on school based management.

Government is providing more benefits and funding for education every time, particularly to improve the level of education and the quality of its country. Decentralization administrative is a tactic that is being taken to achieve quality, through the establishment of a series of combination of principals, teachers, students, parents and the community as principal leaders in decision-making.

Strategic management is a matter of bridge building between the perceived present situation and the desired future situation [28, 29]. Strategy implies the movement of an organization from its present position, described by the mission, to a desirable, but uncertain, future position, described by the vision. If this transformation can be done, it will allow medium-term improvements made in the quality of education, and will bring different educational institutions of different boarding school interrelated in terms of quality and competence. It will also help improve the public appreciation of the value and relevance of the boarding school education system as a whole.

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