

Strategic Management of Madrasah Heads in Improving the Quality of Graduates at Madrasah Aliyah

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Strategic Management, Head of Madrasah, Quality of Graduates

Abstract

The objectives of this study are: first, to analyze the planning strategy of the madrasah head in improving the quality of graduates at MA. Unggulan Hikmatul Amanah.. Second, analyze the implementation strategy of the madrasah head in improving the quality of graduates at MA. Unggulan Hikmatul Amanah.. Third, analyze the evaluation strategy of the madrasah head in improving the quality of graduates at MA. Unggulan Hikmatul Amanah. Fourth, analyze the results of the madrasah principal's strategic management in improving the quality of graduates at MA. Unggulan Hikmatul Amanah. This research uses a case study research approach with a qualitative research type. Data were collected through interviews, documentation studies, and observation. Data analysis through the stages of data collection, data presentation, data reduction, and verification/conclusion drawing. The results of the research is: first, the concept of the madrasah head planning strategy in improving the quality of graduates in MA. Unggulan Hikmatul Amanah are: a) translation and adjustment of the madrasah's vision and mission; b) transmitting graduation designation goals; c) determining targets; d) quality improvement programs for teachers and graduates; and e) internal and external analysis. Second, the concept of implementation strategies in improving the quality of graduates at MA. Unggulan Hikmatul Amanah. are: a) policy setting; b) involvement of all elements of the madrasah; c) determination of academic and non-academic programs; c) branding the characteristics and excellence of the madrasah; and d) cooperation with external parties. Third, the concept of evaluation strategies in improving the quality of graduates is a) evaluation from external and internal parties; b) identification and SWOT analysis; and c) not follow-up. Fourth, the results of strategic management in improving the quality of graduates at MA. Unggulan Hikmatul Amanah are: a) the absorption of graduates in PTN and PTS, b) consistency of student learning outcomes, c) collaboration of academic curriculum and madrasah diniyah, d) student achievement results, and e) achievement development and improvement of teacher competence.

Abstrak

Tujuan dari penelitian ini yakni: pertama, menganalisis strategi perencanaan kepala madrasah dalam meningkatkan mutu lulusan di MA. Unggulan Hikmatul Amanah. Kedua, menganalisis strategi implementasi kepala madrasah dalam meningkatkan mutu lulusan di MA. Unggulan Hikmatul Amanah. Ketiga, menganalisis strategi evaluasi kepala madrasah dalam meningkatkan mutu lulusan di MA. Unggulan Hikmatul Amanah. Keempat, menganalisis hasil manajemen strategi kepala madrasah dalam meningkatkan mutu lulusan di MA. Unggulan Hikmatul Amanah. Penelitian ini menggunakan pendekatan penelitian studi kasus dengan jenis penelitian kualitatif. Pengumpulan data melalui wawancara, studi dokumentasi, dan observasi. Analisis data melalui tahapan pengumpulan data, penyajian data, reduksi data, dan verifikasi penarikan kesimpulan. Hasil penelitian di MA. Unggulan Hikmatul Amanah ini yakni: pertama, konsep strategi perencanaan kepala madrasah dalam peningkatan mutu lulusan di MA. Unggulan Hikmatul Amanah adalah: a) penerjemahan dan penyesuaian visi dan misi madrasah; b) mentransmisikan tujuan peruntukan kelulusan; c) menentukan target; d) program peningkatan mutu guru dan lulusan; dan e) analisis internal dan eksternal. Kedua, konsep strategi implementasi dalam meningkatkan mutu lulusan di MA. Unggulan Hikmatul

Kata kunci:

Manajemen Strategi, Kepala Madrasah, Mutu Lulusan

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Amanah adalah : a) penetapan kebijakan; b) pelibatan seluruh elemen madrasah; c) penetapan program akademik dan non akademik; c) branding ciri khas dan keunggulan madrasah; dan d) kerjasama dengan pihak eksternal. Ketiga, konsep strategi evaluasi dalam peningkatan mutu lulusan di MA. Unggulan Hikmatul Amanah adalah: a) evaluasi dari pihak eksternal dan internal; b) identifikasi dan analisis SWOT; dan c) melakukan tidak lanjut. Keempat, hasil manajemen strategi dalam peningkatan mutu lulusan di MA. Unggulan Hikmatul Amanah adalah: a) keterserapan lulusan di PTN dan PTS, b) konsistensi hasil belajar siswa, c) kolaborasi kurikulum akademik dan madrasah diniyah, d) hasil prestasi siswa, serta e) pengembangan prestasi dan peningkatan kompetensi guru.

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INTRODUCTION

In the view of the system, the quality of education graduates (educational outcomes) is highly dependent on the quality of the educational process. In addition, the quality of education must be analyzed systematically, namely the quality of inputs, methods, results, and impacts. To improve the quality of education, the problem that must be solved quickly, systematically, and systemic is how each educational input can be met according to standards so that the educational process can be carried out with quality and produce educational graduates who meet the standardized qualifications so that educational results can have a huge impact on the welfare of the nation and the state (Edwin Sallis: 2007)

One of the main focuses of running an educational institution, especially an Islamic academic institution, is how to improve the competence of graduates so that they can be in line with the development and demands of the times in accordance with the vision and mission of the institution and national education. As Mohd. Ansyar, quoted by Hidayati, that

"There are three factors that determine the quality of education, namely people (educators), programs (curriculum), and institutions. Efforts to meet and realize all national education standards should ideally be supported by qualified individuals, accompanied by good programs (curriculum) and effective institutions (Hidayat: 2014)

Madrasah Aliyah Unggulan Hikmatul Amanah is a private Islamic educational institution under the auspices of the Amanatul Ummah Education Foundation. As a private Islamic educational institution, it certainly has advantages and disadvantages in its operational implementation systems. However, despite its status as a private institution owned by the foundation, the madrasah can survive and have strategies and innovations in its implementation, so it has scored many achievements, especially related to the skills and abilities of students. Based on the results of a preliminary study conducted by the researcher, the level of quality of graduates in MA. The excellence of Hikmatul Amanah can be proven from the data on improving students' learning outcomes before entering the MA. Hikmatul Amanah Excellence with learning outcomes after completing the learning process for three years.

In the 2019/2020 academic year, MA. Flagship Hikmatul Amanah graduated as many as 109 students with an average initial score of 84.7 and a final score of 84.8. In the

2020/2021 academic year, MA. Flagship Hikmatul Amanah graduated as many as 128 students with an average initial score of 85.3 and a final score of 87.3. Then in the 2021/2022 academic year, MA. Flagship Hikmatul Amanah graduated as many as 148 students with an average initial score of 86.2 and a final score of 87.5.

Based on this data, it can be identified that there is an increase in the value of students' learning outcomes compared to the initial score before and the final score after getting the learning system in MA. Flagship of Hikmatul Amanah. This can also be reviewed from the comparison of the value of students' learning outcomes with the reference value of the Minimum Competency Criteria (KKM) that has been set by the madrasah, which is 80.

As one of the private madrasahs in Mojokerto Regency, MA. Hikmatul Amanah can compete and deliver its graduates to be able to continue their education to a higher level and be able to deliver graduates to be absorbed into the world of work. By continuing to implement an education system based on "Education for all groups" which means that all people can receive education without problems related to education financing. This is because of the Supreme Court institution. Flagship Hikmatul Amanah does not collect education fees periodically. Even madrasahs provide subsidies in the form of free uniforms and shuttle vehicles without charge. However, even so, the learning system provided is still by the applicable education system reference and is optimally organized.

Hikmatul Amanah's excellence in the last three years has varied from being accepted into public and private universities to entering the business and industrial world, entrepreneurship, and other fields of absorption.

In achieving these targets and goals, of course, madrasahs go through a series of processes that include planning, organizing, implementing or implementing, as well as evaluations that are carried out clearly and consistently. Therefore, the researcher is interested in studying and conducting research on the Strategic Management of Madrasah Heads in Improving the Quality of Graduates at Madrasah Aliyah Unggulan Hikmatul Amanah Bendunganjati Pacet Mojokerto.

METHODS

This research uses a qualitative approach. A qualitative approach is an approach that in the process is based on deep thinking about positivism which serves as a tool to conduct research with natural object conditions. A qualitative approach to research is concerned with subjective assessments of attitudes, opinions, and behaviors. Research in such a situation is a function of the researcher's insights and impressions. (Slamet: 2022) This study aims to understand and identify characteristics and phenomena in the context of strategic management of madrasah heads in improving the quality of graduates at Madrasah Aliyah Unggulan Hikmatul Amanah. Through the use of this approach, it is hoped that a deep understanding and interpretation of relevant facts and realities can be obtained.

According to Moleong, the participating researchers are researchers who participate in the research site and actively participate in community activities when collecting data in the field (Moleong: 2021) The location of this research is at Madrasah Aliyah Unggulan Hikmatul Amanah which is located on Jalan Raya Tirtowening KM. 4 Bendunganjati Village, Pacet District, Mojokerto Regency, East Java Province.

The data collection techniques in this study are Observation, Documentation, and Interviews (triangulation). (Sugiono: 2013) To analyze the data, it can be done through 4 stages based on Miles and Huberman's theory, namely: 1) Data collection 2) Data reduction, 3) Data Display, and 4) Verification and conclusion extraction. (Husni Abadi: 2020) Triangulation is a data validity check technique that utilizes something else. (Moleong: 2012) This technique is carried out by the research by comparing and checking the findings through the main informant with other informants.

The data analysis technique used by the researcher in this study is based on the Miles and Huberman model which states that activities in qualitative data analysis are carried out interactively and continue continuously until, complete so that the data is saturated (Hammarberg, Kirkman, & De Lacey, 2016). Activities in data analysis in this view include three flow of activities, namely data reduction, data display, and conclusion drawing/verification (Miles Huberman: 2014)

RESEARCH RESULTS

Planning strategies for improving the quality of MA graduates. Hikmatul Amanah Flagship

The strategy to improve the quality of graduates at MA Unggulan Hikmatul Amanah begins with planning which includes the determination of vision, mission, goals, and targets. The preparation of the vision, mission, and goals is carried out by the foundation, which is then transmitted to the institution to be technically managed by the head of the madrasah and his deputy. Based on interviews with the head of the madrasah, it is known that the vision and mission have been determined by the foundation and translated by the madrasah into operational policies. This shows that the strategic planning in the Supreme Court is very structured, with a focus on technical implementation by the foundation's policies.

The vision of the institution is oriented toward the formation of superior human beings, with noble characters, who and able to contribute to the glory of Islam, the nation, and the welfare of Indonesia. Its mission is to implement a rigorous and responsible education system. Its main objectives include producing qualified scholars, leaders, conglomerates, and professionals. To achieve this goal, the educational target at MA includes structuring programs from grade X, such as special programs to support students to enter their favorite universities, especially in the Department of Medicine at Airlangga University.

The strategy implemented also includes additional policies from madrasahs, such as targeting students to be accepted at the Sepuluh Nopember Institute of Technology (ITS) and the Bandung Institute of Technology (ITB). This result is strengthened by documentation data that shows the target for the 2022/2023 school year, such as an

increase in the average final grade of students to 8.0, material mastery of up to 90%, and an improvement in English and Arabic language skills. This policy is supported by intensive programs such as "dauroh," learning optimization, and the addition of special lesson hours for the mastery of languages and religious books.

In the planning process, internal and external analysis is an important step. Internal analysis includes student abilities and teacher competencies, while external analysis focuses on cooperation with universities. For example, madrasas have established relationships with Airlangga University (UNAIR), Surabaya State University (UNESA), and Nahdlatul Ulama University Surabaya (UNUSA) through special recommendations from Counseling Guidance teachers. This approach makes it easier for students to continue their education at the destination university.

The MA curriculum document shows that the analysis is carried out based on principles such as engaging madrasah residents, using real data, allocating sufficient time for data collection, and filtering relevant information to formulate strategies or solutions. This process creates a solid foundation for purposeful, data-driven strategic planning.

In conclusion, the planning strategy for improving the quality of graduates at MA Unggulan Hikmatul Amanah refers to the vision and mission of the foundation, as well as the goals, targets, and objectives set. Madrasah also added specific policies based on internal and external analysis. This integrated approach shows the maximum efforts of madrasas in achieving high-quality graduates who can compete at the university level and the world of work.

Implementation strategies in improving the quality of MA graduates. Hikmatul Amanah Flagship

The implementation strategy carried out by the head of the madrasah at MA Unggulan Hikmatul Amanah in improving the quality of graduates began with a focus on the development of human resources (HR) of teachers. This effort is realized through activities such as work meetings, workshops, and MGMP, which aim to improve teacher competence. In addition, subject teachers are also involved in making madrasah policies so that learning outcomes are of higher quality and relevance.

The implementation of the implementation strategy also involves various parties who have an important role. Based on the interviews, strategic policies are determined by the foundation and stakeholders, which are then implemented by the head of the madrasah and supported by the deputy head of the madrasah, teachers, and the committee. The madrasah committee also focuses on religious learning to improve the quality of graduates from the aspect of religiosity.

In addition to the head of the madrasah and his deputy, the role of counseling guidance teachers (BK) is also very important in supporting the implementation of the strategy to improve the quality of graduates. In addition, parents of students are involved in aligning educational goals with family expectations, so that they can provide

motivation and support to their children. This collaboration is a key element in the implemented strategy.

Policies to support the improvement of the quality of graduates include various aspects, such as the implementation of strict discipline rules and programs to strengthen religiosity through memorization of Yasin letters and istighosah. In addition, the madrasah uses an SKS (Semester Credit System) curriculum with an approach that allows students to repeat learning materials in grade XII, equipped with preparatory programs such as dauroh, TPA, and TPS to face the university entrance exam.

MA Unggulan Hikmatul Amanah also has various excellent programs that support the improvement of academic and non-academic quality. The program includes tryouts, material enrichment, and excellent classes based on the Independent Curriculum, which gives students the freedom to focus on the subjects they are interested in. Madrasah also plans to bring in guest teachers from well-known universities to increase student motivation.

In improving teacher competence, the madrasah organizes MGMP activities, workshops, and knowledge dissemination. These programs aim to ensure teachers are constantly updating their abilities and knowledge to support student success. This strengthening is balanced with the allocation of additional hours for exact subjects so that students are better prepared for the college selection exam.

Another advantage of the Hikmatul Amanah Superior MA is intensive assistance for students who want to continue their education to higher education. Starting from data collection, and interest mapping, to registration and selection guidance, everything is done carefully. In addition, madrasahs offer very affordable education, supported by subsidies from foundations, so that students from various backgrounds can access quality education.

Madrasah also collaborates with various external parties, such as universities and Job Training Centers (BLK). This collaboration aims to facilitate students, both those who continue to higher education and those who choose the skill path. Skills programs such as IT and sewing are planned for students who are not continuing their education, so they still have good career opportunities.

Evaluation strategies in improving the quality of MA graduates. Hikmatul Amanah Flagship

The evaluation strategy for improving the quality of graduates at MA Unggulan Hikmatul Amanah was carried out with the aim of assessing the suitability of the plan and its implementation. Based on interviews with madrasah heads, external evaluations are carried out by BAN S/M through accreditation, the Ministry of Religion through PKKM and RKAM reporting, as well as financial audits by the foundation. In addition, internal evaluations are carried out by the foundation's caregivers, the foundation's quality assurance team, and the madrasah's internal quality assurance team.

Evaluation activities also include an analysis of the results of graduate absorption in higher education. According to an interview with the Curriculum Waka, this evaluation includes the identification of the number of graduates accepted into

universities, an analysis of the obstacles faced by students who are not accepted, as well as an analysis of admission opportunities at certain universities. In addition, it is planned to improve literacy skills, numeracy, academic potential tests, and analysis of campus entrance opportunities in the following year.

However, the implementation of this evaluation is faced with several obstacles. Based on the interviews, the main challenges include a lack of support from parents, low teacher motivation, and limited madrasah operational funds. The Curriculum Waka also said that the quality of student input is diverse, the implementation of the curriculum is different from the standard, and the high target of the foundation is a challenge in itself. In addition, most students come from lower-middle economic backgrounds, which affects their ability to meet educational targets (Adilah & Suryana, 2021).

As a follow-up, various efforts were made to overcome these obstacles. The head of the madrasah mentioned measures such as improving communication with parents through special forums, activating the public relations function, and strengthening the role of the madrasah committee. In terms of students, the dhauroh program, routine tryouts, and assistance to get scholarships such as KIP Lecture, Astra, PBSB, and others are carried out. With these steps, MA Unggulan Hikmatul Amanah continues to strive to improve the quality of graduates through comprehensive evaluation and planned follow-up. The evaluation strategy for improving the quality of graduates at MA Unggulan Hikmatul Amanah was carried out to assess the suitability of the plan and its implementation (Arifin, Akbar, & Ijudin, 2023). Based on interviews with madrasah heads, external evaluations are carried out by BAN S/M through accreditation, the Ministry of Religion through PKKM and RKAM reporting, as well as financial audits by the foundation. In addition, internal evaluations are carried out by the foundation's caregivers, the foundation's quality assurance team, and the madrasah's internal quality assurance team.

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Results of the management strategy of madrasah heads in improving the quality of MA graduates. Hikmatul Amanah Flagship

The strategic management stages which include planning, implementation, and evaluation at the Hikmatul Amanah Superior MA have resulted in various significant achievements. These results are in the form of student achievements, program success, and the absorption of graduates in universities or the world of work. Based on interviews with the Head of Madrasah, this success is reflected in the number of graduates accepted into higher education through scholarship and regular channels, student achievement achievements in academic and non-academic fields, and improvement in student learning outcomes that can at least maintain minimum grade standards.

The results of the implementation of the strategy also include strengthening curriculum performance and measuring the success of graduates. Waka Curriculum said that the success of the strategy can be seen from the absorption of graduates in public and private universities, the consistency of learning outcome values that meet the minimum completeness standards, and the implementation of a credit-based curriculum that is in line with the madrasah diniyah curriculum. In addition, student achievement in the academic and non-academic fields and the improvement of the competence of teachers who already have educator certification are also indicators of the success of the strategy (Rohmadiyah, Zamroni, & Ismawati, 2024).

These indicators indicate the success of the implemented strategy management. The absorption of graduates in public and private universities, the achievement of scholarships, the consistency of learning outcomes that exceed standards, the balanced implementation of the academic and early curriculum, and the achievement of students and teachers are the real results of implementing this strategy. These programs ensure that graduates are highly competitive in both the academic and professional worlds (Ma`arif, 2018).

In conclusion, the achievements of implementing strategy management at the Hikmatul Amanah Superior MA include several main aspects. First, the high absorption of graduates in public and private universities with scholarships or regular routes. Second, student achievement in various fields at the local, regional, and provincial levels. Third, consistent student learning outcomes exceed the minimum completeness criteria. Fourth, the implementation of an integrated SKS-based and madrasah diniyah curriculum. Fifth, increasing the competence of certified teachers supports the

achievement of overall education quality (Anwar, Rahman, Nurwahidin, Sutrisno, & Saputra, 2023; B, Kardini, Elshifa, Adiawaty, & Wijayanti, 2023).

Discussion

Planning Strategies in Improving the Quality of MA Graduates. Hikmatul Amanah Flagship

From the results of the exposure to the research data, it was found that in the planning strategy to improve the quality of graduates in MA. Hikmatul Amanah flagship refers to the vision and mission, which has been set by the foundation. Furthermore, it refers to the goals, targets, and objectives that have been set by the foundation as well as additional targets and targets set by the madrasah itself (Musnaeni, 2022). Then refer to the results of internal and external analysis carried out by the madrasah to improve the quality of graduates (Sirojuddin, Ashlahuddin, & Aprilianto, 2022).

Based on the description of the data above, it can be understood that the concept of the madrasah head's planning strategy in improving the quality of graduates in MA. The flagship of Hikmatul Amanah based on the findings obtained by the researcher are as follows: a) making adjustments to the vision and mission of the madrasah that have been derived from the foundation translated and adjusted to the needs of the madrasah; b) transmitting the purpose of graduation that has been determined by the foundation and carrying out technically according to the capacity of the madrasah; c) determine the targets to be achieved; d) prepare a program plan to improve the quality of teachers and graduates in terms of academic and non-academic aspects; and e) identify needs based on internal and external analysis.

Implementation Strategies in Improving the Quality of MA Graduates. Hikmatul Amanah Flagship

Based on the results of the exposure to research data, it was found that in the implementation strategy of improving the quality of graduates in MA. Hikmatul Amanah has several elements, including: 1) improving teacher competence through Workshops, MGMP, and Dissemination activities, 2) developing learning curriculum and supporting curriculum (madrasah diniyah), 3) involvement of all madrasah elements starting from the head of the madrasah, deputy head of the madrasah, teachers, committees and parents, 4) implementation of a credit-based curriculum, 5) consolidation of materials (dhauroh), 6) implementation of tryouts in preparation for university entrance regularly, and 7) cooperation with external parties (universities and job training centers) (Adimsyah, Fauzi, & Rofiq, 2023; Rosyadi, Aprilianto, & Rofiq, 2023).

Based on the description of the data above, it can be understood that the concept of implementation strategies to improve the quality of graduates in MA (Ma`arif, Rofiq, & Sirojuddin, 2022). The flagship of Hikmatul Amanah based on the findings obtained by the researcher are as follows: a) determining policies both in general and specifically from the foundation which consists of the implementation of a credit-based curriculum

with 3 semesters in one year, the implementation of the madrasah diniyah curriculum which requires students to be able to memorize yaasin, tahlil and istighotsah; b) involve all elements of the madrasah starting from the Head of the Madrasah, Deputy Head of the Madrasah, teachers, employees, and madrasah committees in the policies set by the madrasah; c) the determination of programs both academic and non-academic consisting of (1) graduate quality programs consisting of student programs (LDKMPD, Absence Barcode, and PHBN), PPDB programs, public relations programs (madding, madrasah profiles, and optimization of norms through social media), graduation programs, extracurricular programs, and religious programs (Dhuha and Dhuhur prayers in congregation, morning apples for istighotsah reading, Qur'an sermons, bilal and mobile sermons, sermons, and PHBI), (2) learning programs consisting of curriculum planning, summative programs, final class exams (UAMBK, Try Out, and Dhuroh), and intracurricular, (3) teacher quality improvement programs which include MGMP programs (MGMP and dissemination), PKG, and superior classes (IQ Test, Study Campus, and PTN scholarships); c) branding the characteristics and advantages of madrasahs such as branding free schools with good quality, procurement of madrasah diniyah curriculum, implementation of the SKS curriculum, and assistance for students to enter college; and d) establishing cooperation with universities and job training centers

Evaluation Strategies in Improving the Quality of MA Graduates. Hikmatul Amanah Flagship

Based on the results of the exposure of research data, it was found that in the evaluation strategy carried out at the Supreme Court. The flagship of Hikmatul Amanah is through evaluation from external parties (BAN S/M and the Ministry of Religion) and internal parties (Foundation Caregivers, Foundation Quality Guarantors, Madrasah Internal Quality Guarantors). In addition, the evaluation activities also analyzed obstacles and challenges in terms of students, teachers, and parents. Then follow up in the form of improving communication with parents, improving the public relations function of the madrasah, improving the function of the madrasah committee, increasing the dhuroh and tryout programs, and assisting students to get college scholarships (Susilawati Sj, Maarif, & Zamroni, 2021).

Based on the description of the data above, it can be understood that the concept of evaluation strategy found by the researcher on improving the quality of graduates in MA. The advantages of Hikmatul Amanah are as follows: a) the implementation of the evaluation, namely from (1) external parties including the BAN S/M in the form of accreditation activities and from the Ministry of Religion in the form of PKKAM activities (Madrasah Head Performance Assessment) and RKAM (Madrasah Work Plan and Budget) reporting and (2) internal parties including the internal quality assurance team (both from the foundation caregivers, the foundation audit team, as well as the madrasah quality assurance team); b) identify and analyze the advantages, weaknesses, opportunities, and challenges, especially from the results of the progress of absorption

of graduates to universities; and c) doing no further starting from (1) the student aspect by carrying out the try out to enter higher education and dhauroh, (2) the parent aspect by holding a meeting with the student's parents to synergize policies and provide support and motivation to the children, (3) activating the public relations function to be able to transmit madrasah policies to students' guardians, management policies to teachers and students, (4) activating the function of the school committee to accommodate aspirations, suggestions and input from students' parents, and (5) assisting students to be able to get college scholarships (Mubarok, Nizam, & Fitriani, 2022; Tamimi, 2023).

Results of Strategic Management in Improving the Quality of Graduates in MA. Hikmatul Amanah Flagship

Based on the results of the exposure to research data, it was found that the results of the management of the quality improvement strategy of graduates in MA. The excellence of Hikmatul Amanah can be measured by the absorption of graduates in public and private universities, consistent learning outcomes that exceed the minimum completeness criteria, the optimal implementation of the credit-based academic curriculum and the madrasah diniyah curriculum, the results of student achievement in the academic and non-academic fields, as well as the achievement and improvement of the competence of certified teachers (Apologia, Mas'od, Masykuri, Hidayati, & Putra, 2024; Setyaningsih, Ulum, Rostanti, & Purnomo, 2024).

Based on the description of the data above, it can be understood that the results of strategic management were found by the researcher to improve the quality of graduates in MA. The advantages of Hikmatul Amanah are as follows: a) the absorption of graduates in public and private universities both through scholarships, regular and partnerships, 2) the consistency of student learning outcomes that exceed the minimum completeness criteria that have been previously set, 3) the implementation of the credit-based academic curriculum and the madrasah diniyah curriculum which are carried out side by side, 4) the acquisition of student achievement results in both academic and non-academic fields, and 5) the development of achievements and improvement of the competence of certified teachers (Hakim & Fitrayansyah, 2024; Paisun, Syarifah, & Masuwd, 2024).

CONCLUSION

The concept of madrasah head planning strategy in improving the quality of graduates in MA. The advantages of Hikmatul Amanah are as follows: a) making adjustments to the vision and mission of the madrasah that have been handed down from the foundation translated and adjusted to the needs of the madrasah; b) transmitting the purpose of graduation that has been determined by the foundation and carrying out technically according to the capacity of the madrasah; c) determine the targets to be achieved; d) prepare a program plan to improve the quality of teachers and graduates in terms of academic and non-academic aspects; and e) identify needs based on internal and external analysis.

The concept of implementation strategies in improving the quality of graduates in MA. The Highlights of Hikmatul Amanah are as follows: a) determining policies both in general and specifically from the foundation; b) involve all elements of the madrasah starting from the Head of the Madrasah, Deputy Head of the Madrasah, teachers, employees, and madrasah committees in the policies set by the madrasah; c) the determination of programs both academic and non-academic which consists of (1) graduate quality programs consisting of student programs, PPDB programs, public relations programs, graduation programs, extracurricular programs, and religious programs, (2) learning programs consisting of curriculum planning, summative programs, final class exams, and intracurriculars, (3) teacher quality improvement programs which include MGMP programs, PKG, and superior classes; c) branding the characteristics and advantages of madrasahs such as branding free schools with good quality, procurement of madrasah diniyah curriculum, implementation of the SKS curriculum, and assistance for students to enter college; and d) establish cooperation with external parties such as IQ test organizers, universities, and job training centers.

The concept of evaluation strategy for improving the quality of graduates in MA. The advantages of Hikmatul Amanah are as follows: a) the implementation of the evaluation, namely from (1) external parties including the BAN S/M in the form of accreditation activities and from the Ministry of Religion in the form of PKKAM (Madrasah Head Performance Assessment) and RKAM (Madrasah Work Plan and Budget) reporting and (2) internal parties including the internal quality assurance team (both from the foundation caregivers, the foundation audit team, as well as the madrasah quality assurance team); b) identify and analyze the advantages, weaknesses, opportunities, and challenges, especially from the results of the progress of absorption of graduates to universities; and c) doing no further starting from (1) the student aspect by carrying out the try out to enter higher education and dhauroh, (2) the parent aspect by holding a meeting with the student's parents to synergize policies and provide support and motivation to the children, (3) activating the public relations function to be able to transmit madrasah policies to students' guardians, management policies to teachers and students, (4) activating the function of the school committee to accommodate aspirations, suggestions and input from students' guardians, and (5) assisting students to be able to get college scholarships.

The results of strategic management in improving the quality of graduates at MA. Hikmatul Amanah Unggulan as follows: a) the absorption of graduates in state and private universities both through scholarships, regular and partnership channels, b) the consistency of student learning outcomes that exceed the minimum completeness criteria, c) the implementation of the SKS-based academic curriculum and the madrasah diniyah curriculum which are implemented side by side, d) the acquisition of student achievement results both in academic and non-academic fields, and e) the development of achievements and increasing the competence of certified teachers.

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