

MANAJEMEN STRATEGIS KEPALA SEKOLAH DALAM PENINGKATAN MUTU  
LULUSAN SMP NEGERI

(Studi Deskriptif pada SMPN 1 Cibungbulang dan SMPN 1 Bojonggede Kabupaten  
Bogor)

*SCHOOL PRINCIPAL STRATEGIK MANAGEMENT IN IMPROVING THE QUALITY  
OF JUNIOR HIGH SCHOOL GRADUATES*

*(Descriptive Study at SMPN 1 Cibungbulang and SMPN 1 Bojonggede,  
Bogor Regency)*

Disertasi

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### ABSTRAK

*Penelitian ini mengkaji implementasi manajemen strategis dalam peningkatan mutu lulusan SMP Negeri di Kabupaten Bogor; dilatarbelakangi perbedaan mutu lulusan yang signifikan antara SMP Negeri dan Swasta. Tujuannya adalah menganalisis implementasi manajemen strategis, mencakup pengamatan lingkungan, perumusan, implementasi, evaluasi, pengendalian, masalah, solusi, dan dampaknya. Landasan teoretisnya adalah teori manajemen strategis Hunger dan Wheelen, serta Permendikbudristek No. 5 & 7 Tahun 2022 dan No. 53 Tahun 2023. Penelitian ini menggunakan pendekatan kualitatif deskriptif analisis melalui studi mendalam, dengan teknik pengumpulan data wawancara, dokumentasi, dan observasi. Hasil penelitian menunjukkan bahwa pengamatan lingkungan eksternal dan internal di kedua SMP Negeri telah sesuai dengan teori Hunger dan Wheelen serta kebijakan pemerintah. Perumusan strategi telah sesuai dengan teori dan menggunakan analisis SWOT. Implementasi strategi melibatkan rapat evaluasi, penentuan langkah strategis, pembagian tugas, dan penetapan RAPBS. Evaluasi kinerja guru dan perkembangan daya serap siswa telah berjalan, namun tindak lanjut supervisi kelas belum optimal. Pengendalian mutu pembelajaran belum maksimal karena LPMP sekolah belum berfungsi. Masalah yang dihadapi antara lain perubahan iklim belajar, kebijakan zonasi, dan perubahan kurikulum yang tidak diimbangi pendanaan serta SDM guru yang belum siap. Solusi yang diberikan telah sesuai dengan teori dan kebijakan pemerintah. Dampak dari implementasi manajemen strategis adalah peningkatan prestasi ekstrakurikuler, nilai ijazah di atas KKM, target kelulusan tercapai, dan banyaknya siswa yang melanjutkan pendidikan ke SMAN/SMKN, baik melalui jalur zonasi maupun prestasi.*

*Simpulan penelitian ini adalah implementasi manajemen strategis yang baik, didukung oleh komunikasi intensif antar kepala sekolah, guru, komite, dan orang tua, serta kerjasama yang solid, akan menghasilkan lulusan yang bermutu. Penelitian ini merekomendasikan agar sekolah lebih memperhatikan tindak lanjut supervisi kelas, mengoptimalkan fungsi LPMP sekolah, dan mempersiapkan SDM guru dalam menghadapi perubahan. Produk penelitian ini adalah model manajemen strategis yang dapat diterapkan di SMP Negeri untuk meningkatkan mutu lulusan.*

*Kata Kunci: Manajemen Strategis, Mutu Lulusan, SMP Negeri*

### ABSTRACT

*This study examines the implementation of strategic management in improving the quality of graduates from State Junior High Schools (SMP Negeri) in Bogor Regency, Indonesia. It is motivated by the significant differences in graduate quality between public and private junior high schools. The objective is to analyze the implementation of strategic management, which includes environmental observation, formulation, implementation, evaluation, control, problems, solutions, and their impact. The theoretical foundation is the strategic management theory of Hunger and Wheelen, as well as Permendikbudristek (Regulation of the Ministry of Education, Culture, Research, and Technology) No. 5 & 7 of 2022 and No. 53 of 2023. This research uses a descriptive-analytical qualitative approach through in-depth study, with data collection techniques of interviews, documentation, and observation. The results show that the observation of the external and internal environment in both SMP Negeri is in accordance with Hunger and Wheelen's theory and government policies. Strategy formulation is in line with the theory and uses SWOT analysis. Strategy implementation involves evaluation meetings, determining strategic steps, task distribution, and establishing the RAPBS (School Budget Plan). Evaluation of teacher performance and student absorption capacity has been carried out, but follow-up on class supervision is not optimal. Learning quality control has not been maximized because the school's LPMP (Quality Assurance Institute) has not functioned. Problems faced include changes in the learning climate, zoning policies, and curriculum changes that are not accompanied by funding and unprepared teacher human resources. The solutions provided are in accordance with the theory and government policies. The impact of implementing strategic management is an increase in extracurricular achievement, diploma scores above the minimum passing grade, achievement of graduation targets, and the large number of students continuing their education to SMAN/SMKN (State Senior High Schools/Vocational High Schools), both through zoning and achievement pathways.*

*The conclusion of this study is that good strategic management implementation, supported by intensive communication between school principals, teachers, committees, and parents, as well as solid collaboration, will produce quality graduates. This study recommends that schools pay more attention to follow-up on class supervision, optimize the function of the school's LPMP, and prepare teacher human resources in the face of change. The product of this research is a strategic management model that can be applied in SMP Negeri to improve the quality of graduates.*

**Keywords:** *Strategic Management, Graduate Quality, State Junior High School*