

Strategy Management School Kindergartensanta Lusia Medan Region for Accreditation

Saloma Banjarnahor¹, Yuniarto Mudjissusaty², Darwin³, Syawal Gultom⁴

^{1,2,3,4}Universitas Negeri Medan, Indonesia

salmabanjar483@gmail.com

Abstract

The purpose of this research is to analyze the strategic management plan for the Santa Lucia Kindergarten unit in the Medan area, the implementation of the early childhood education management strategy and the results of the strategic management review of early childhood education. In this study used a qualitative descriptive method carried out by field studies. The research was conducted at Santa Lusia Kindergarten in Medan. Data collection techniques were carried out through interviews, observation and documentation. The results of the study show that the strategic management process begins with strategic planning at Santa Lusia Kindergarten in Medan or Strengths Weaknesses Opportunities Threats analysis. Based on the Accreditation Standards for the Early Years, there are two standards that do not meet the criteria, namely Standard 4, Standards for Educators and Education Personnel. By using a Strengths Weaknesses Opportunities Threats analysis, it is known that the strength of Santa Lusia Kindergarten in the Medan region lies in its dense population, sources of funding, and opportunities to play and learn. The weakness lies in the incomplete teacher qualifications and limited teaching staff. This opportunity lies in the support of parents, central and regional government support, as well as a conducive school environment. Meanwhile, the challenge lies in the number or addition of other educational institutions around schools and the thinking of the community which is still dynamic. Then planning will be carried out by grouping the offerings according to age, involving teachers in seminars and workshops and adding activities for Santa Lusia Kindergarten students in the Medan area. The implementation of the management strategy consists in the fact that trainers participate in seminars and workshops and improve their activities. Evaluation of strategic management results is very important for the recruitment of training personnel.

Keywords

Accreditation; kindergarten; strategic management



I. Introduction

The development of early childhood education institutions in Indonesia is currently experiencing very rapid progress. This can be seen from the emergence of more and more children's educational institutions, especially around Santa Lucia Kindergarten. Including the Santa Lucia Kindergarten in the Medan area, it has developed not only in urban areas, but also in rural areas which are experiencing growth (Wiani, 2018). According to Brantasari (2021), Early Childhood Education is an organization that participates in the world of early childhood education, which must be managed very well and carried out optimally, because early childhood education is a learning platform that focuses on children at its peak. There is only one moment and you have to be really serious about implementing a learning system to suit the goals and trends of early childhood education.

Early childhood education institutions that are increasingly prevalent are early childhood education institutions founded by many organizations and individuals (Musaropah, 2016).

However, many early childhood education institutions established by organizations or communities cannot be guaranteed for their quality. In addition, the large number of scattered early childhood education cannot guarantee the quality of the management of these educational institutions so that they can survive and be competitive (Najib, 2018). Of course, if you want to establish early childhood education there must also be a good management strategy, so that nothing is expected from the institution and not only regarding materials. When establishing an early childhood education institution, leaders must be aware of the important issues that fall within the institution's mandate. Of course strategic management planning is very important in building early childhood education. If initially, before establishing an institution, it is necessary to check the initial conditions in the environment where the child's educational institution must be established. Leaders of early childhood education institutions must first analyze the environment. Sukarno (2019) Early education determines one's success in the future. How a person responds to various problems at each stage of life is largely determined by the experience and education they received when they were young.

Based on the current empirical conditions, the number of TK is also large in the Medan area. The results of the study show that there are still many educational institutions in society that are only looking for profit, namely. work for the industrialization of education. Parents who are new to the principles of early childhood learning are often trapped in certain trends and spaces, sometimes even because they feel cooler when the language used is not Indonesian. In addition, Early Childhood teachers lack technical skills and lack organized control and management of the files or documents needed to support the accreditation process. Therefore, Santa Lucia Kindergarten stakeholders in the Medan area are afraid of the accreditation preparation process which takes time, effort and money. The reason for his concern is that accreditation is a very important factor in determining the quality of a children's education institution. Because of that inevitably have to be prepared to work hard to create files or documents in large quantities in accordance with 8 standards. Another thing can be seen from the large number of Early Childhood Education in Batangkuis Medan which are not accredited. From these conditions, the researchers concluded that accreditation is an effective mechanism to ensure that education in the community, especially in the Santa Lucia Kindergarten, Percut Sei Tuan District, Batangkuis Village, Medan meets the established criteria.

For early childhood education institutions, accreditation is not voluntary, but mandatory. This is important to protect parents and society from education providers who are only concerned with profit. Therefore, early childhood education institutions in the Batangkuis Medan area are deemed necessary to continue to improve the quality of their educational institutions in accordance with developments in the accreditation evaluation policy. In this context, the strategic management of early childhood education institutions needs to be improved, because this is a prerequisite that must be met to ensure that accreditation is carried out to create quality early childhood education institutions, according to the policies, rules or developments of BAN PAUD and PNF. Therefore, the researcher formulated the problem, ie. How to plan the strategic management of early childhood education institutions, how to implement the strategic management of early childhood education institutions and how to evaluate the strategic management of early childhood education institutions. Earlier The purpose of this study was to analyze the management strategy planning for Santa Lucia Kindergarten in Medan, to analyze the implementation of the Santa Lucia Kindergarten management strategy in Medan and to

analyze the results of the Santa Lucia Kindergarten management strategy. Evaluation management Kindergarten in Medan area.

The hope of this research is that Santa Lucia Medan Kindergarten can become an example or reference for cooperation in the planning process of Santa Lucia Medan Kindergarten, where we can see how far the implementation of management is taking place. Regarding the plans made and seeing the results of the Santa Lucia Kindergarten evaluation by the Medan Regency Government whether it was successful or needed to be repaired.

II. Research Methods

This research uses a qualitative descriptive research type. According to Sanjaya (2015), qualitative descriptive research is research that presents a systematic description of certain phenomena that are clearly and factually related to events that occurred in a place, so that it is clear from our description. The purpose of this qualitative research is to analyze strategic management planning, to analyze the implementation of strategic management and to analyze the results of evaluating the management strategy of Santa Lucia Kindergarten in Medan. This research was conducted at Santa Lucia Kindergarten, Jalan Medan Batangkuis Km. 14 No.123, Sei Rattan Village, Percut Sei Tuan District. This research was conducted from April 2023 to June 2023. The research participants were the leaders or principals of the Santa Lucia Kindergarten in the Medan area and the educators of the Santa Lucia Kindergarten in the Medan area. Researchers collect data using different data collection techniques, ie. Observation, question and answer and documentation. In this study using SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats).

Analysis of Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats) is used to identify strengths, weaknesses, opportunities and challenges. According to Sagala (2013), using the analysis of Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats) itself can be used as a reference to describe conditions and assess problems inside and outside the institution. Ferrell and Harline (2005), the task of this analysis is to collect existing information so that this analysis can distinguish between internal problems (strengths and weaknesses) and external problems (opportunities and threats). One of the analyzes that can be done is an analysis of Strengths, Weaknesses, Opportunities, and Threats. With Strengths analysis.

III. Result and Discussion

Strategic Management Planning Santa Lucia Kindergarten Medan After conducting an environmental analysis using Strengths, Weaknesses, Opportunities and Threats analysis, it is concluded that the strengths and opportunities of Santa Lucia Medan Kindergarten can become capital for Santa Lucia Kindergarten Medan. within the districts in. Weaknesses and challenges that arise must be eliminated through continuous improvement so that it can bring about changes in Santa Lucia Kindergarten in the Medan area. After conducting an analysis of Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats) to the institution. Planning is then carried out based on the identified weak points and challenges. The plans for Santa Lucia Kindergarten in the Medan area are

1. Recruitment of educators with Early Childhood Education qualifications to meet the four Teacher Standards and Teaching Standards, Educator Academic Qualifications and Educator Qualification Requirements at Santa Lucia Kindergarten in the Medan area. You can participate in initial training courses, workshops and seminars. Early childhood education in the digital age. In this trainer standard, it is also necessary to update the main trainer or dapodik based on the latest information if there is a change in information.
2. Recruitment of teaching staff according to the qualification requirements at the Santa Lucia Kindergarten in the Medan area. This is required to fulfill the academic qualification points of the teaching staff by uploading a diploma according to the field of study. If the recruited training staff has certificates, training courses, workshops and seminars can also be uploaded. Then Dapodik information will also be updated based on the latest information.
3. Adding additional activities in the form of academic and non-academic activities, as well as encouraging parents to understand that at the age of Early Childhood Education they are only taught to teach reading skills, because the intelligence of students cannot be forced, which can affect children's brain development. Implementation of the plan for the Santa Lucia Kindergarten Unit in the Medan area, namely:

Educators at Santa Lucia Kindergarten in the Medan area participate in 21st century early childhood education workshops and seminars. Of course, the requirements of trainers and teaching staff in Standard four, qualifications of trainers, are met. Based on its implementation, Santa Lucia Kindergarten in the Medan area can meet the qualification standards of educators, by participating in early childhood education workshops and seminars in the digital era. Santa Lucia Kindergarten in the Medan area to fill teaching staff positions because there are not enough teaching staff. Currently, the recruitment of educators is ongoing. Evaluation of strategic management in the Santa Lucia Kindergarten unit in the Medan area. Regarding the things that will be assessed at the Santa Lucia Kindergarten in the Medan area, namely the recruitment of educational staff according to plan. Not yet seen in its implementation. This is certainly very important at this time, because Santa Lucia Kindergarten in the Medan area has not been fully connected linearly with Early Childhood Education. Special skills and special qualifications are needed to complete the composition of the teaching staff and to support the process of managing Santa Lucia Kindergarten in the Medan area, and only one teacher is certified. Of course, teacher recruitment can be done in various ways, such as posting announcements on the Santa Lucia Kindergarten announcement board in the Medan area, sharing through various electronic media and through print media.

3.1 Discussion Result

At the beginning of the construction of Santa Lucia Kindergarten in the Medan area, Lusua Kindergarten offered products or services to the community in the Medan Tembung area. From this offer, which was set forth in the letter, a document was created which became the basis for thinking that it was necessary to make a statement regarding the vision, mission and objectives of the institution. Santa Lucia Kindergarten in the Medan Region also made this statement as part of the objectives of Santa Lucia Kindergarten in the Medan Region. The vision of the Santa Lucia Kindergarten in the Medan area. Is "Providing Superior and Quality Education with the spirit of Santa Lucia". Its mission is: To realize the values of Catholic faith and moral teachings.

1. Instilling Franciscan values and Santaxia in the school culture.

2. Forming independent individuals, and having communicative, collaborating, creative and innovative abilities and critical thinking.
3. Train and instill a social care attitude.
4. Instilling the values of nationalism, pluralism with a flag ceremony every Monday and National Obligatory Day and singing the National Obligatory Anthem
5. Respect local customs, culture, language and local wisdom that supports education.
6. Instilling disciplinary values for students
7. Realizing creative and environmentally friendly learning
8. Collaborate with education stakeholders
9. Develop children's creativity to prepare themselves to enter a higher level.

While the objectives of the Santa Lucia Kindergarten Unit are: **THE REALITY OF STUDENTS WHO:**

- Demonstrate behavior in accordance with the values of faith and Catholic moral teachings
- More independent
- Character, Social Care and have emotional and social intelligence
- Having a critical, creative, collaborative and communicative thinking personality.
- Loves the Indonesian homeland, can follow the flag ceremony properly, has a patriotic spirit and is able to sing national songs
- Appreciate the diversity of local culture
- Participate in educating the life of the nation's children from an early age
- Have NAM, Psychomotor, Cognitive, Language, Social-emotional and Art readiness as a provision for a higher level
- Behave in accordance with the values of Franciscan and Santalism with a simple, humble, brotherly and cooperative attitude
- Create a conducive learning climate for education providers, care, care and protection of children.

MOTTO:

“SMART, CHEAP, EXCELLENT AND CARE FOR OTHER PEOPLE” (CCUP)

After formulating the vision, mission and goals, the Santa Lucia Kindergarten unit in the Medan area conducted an analysis Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats), to identify strengths, weaknesses, opportunities and challenges both internally and externally. Using analysis Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats) itself is a reference in carrying out an environmental analysis that describes the condition of the Santa Lucia Kindergarten unit in the Medan area. As for value Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats) Santa Lucia Kindergarten in the Medan area are:

After formulating the vision, mission and goals, the Santa Lucia Kindergarten unit in the Medan area conducted an analysis Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats), to identify strengths, weaknesses, opportunities and challenges both internally and externally. Using analysis Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats) itself is a reference in carrying out an environmental analysis that describes the condition of the Santa Lucia Kindergarten unit in the Medan area. As for value Strengths (strengths), Weaknesses (weaknesses), Opportunities (opportunities), and Threats (threats) Santa Lucia Kindergarten in the Medan area are:

1. Strength, Santa Lucia Kindergarten unit in the Medan area. The advantage is internal aptitude, the Santa Lucia Kindergarten unit in the Medan area is an advantage. According to strength, Santa Lucia Kindergarten units are:

A. Located on Jalan Medan Batang quiz. Most of the population in this area trade in the Gambir Medan Tembung tax traditional market. And it's in a fairly densely populated area. Santa Lucia Kindergarten is located near the Medan Kualanamu Airport Road area and also the traditional market area. This can be observed in most of the heads of families, morning market traders, near the Santa Lucia school area as well. This school has a fairly good population of students, approximately 80 students in the 2022/2023 school year. This can be seen from the great public interest in sending their children to Santa Lucia school. In fact, the number of students at Santa Lucia Kindergarten in the Medan area is classified as increasing every year. B. Curriculum; The curriculum used in the Santa Lucia Kindergarten in the Medan area, referring to the Warrant of 2014.No 146 Permendikbud RI concerning Early Childhood Education Curriculum. In addition, Santa Lucia Kindergarten in the Medan area combines the 2014 curriculum with a curriculum that has its own characteristics, namely Santalusionism and Franciscanism. This can be seen from the many learning activities carried out in Santa Lucia Kindergarten, where knowledge of Saint Lucia and Franciscanism is involved. C. Funding Sources; Santa Lucia Kindergarten funding comes from payments from the Education Participation Fund or DPP from the parents of the students. In addition to the Education Participation Fund, government assistance comes from BOSP (Education Unit Operational Assistance) which can be used for student activities at school. D. Play and school; The playroom and study room of Santa Lucia Kindergarten really support the learning of the students, equipped with facilities and infrastructure according to their needs. 2. Weaknesses. The various weaknesses of Santa Lucia Kindergarten are as follows:

A. Qualifications of educators; There are only four teachers at Santa Lucia Kindergarten. other than the principal, the pedagogical qualification is a bachelor's degree in non-preschool education. The number of educators was disclosed by the head in the following interview:

"Educators working at Santa Lucia Kindergarten have bachelor's degrees in Indonesian and English, only two early childhood education degrees, one teacher and one school principal." It can be concluded that Santa Lucia Kindergarten educators are not linear. the standards of educators and education staff, especially standard four, have not met the standards set out in it. Teacher qualifications do not meet the pedagogic criteria required by Permendikbud No. 137 concerning the 2014 National Standards for Early Childhood Education. This standard requires that at least half of the number of educators should have a bachelor's degree in Early Childhood Education. In addition, not all educators have course certificates, training, workshops or seminars, which are also prerequisites for educators, early childhood education. Although the requirements for early childhood educators are highly prioritized, the qualifications are linear in the areas of educators and teaching staff expected at Santa Lucia Kindergarten in the Medan region. B. Education personnel are also not in the unit all the time, because they have two tasks; Still at standard level four for educational staff. And teachers also really need more thorough training, especially in using the Independent Curriculum, they need to be really prepared. We can see this in the administrative duties of a teacher. So the teacher has a dual role. When they become teachers, they also take on an administrative role and handle the general management of the school. 3. Opportunities for Kindergarten Santa Lucia in the Medan area. Opportunities are environmental conditions outside educational institutions

that can provide benefits to educational institutions now and in the future. The management of Santa Lucia Kindergarten offers the following opportunities:

A. Support is provided by parents of students. The support of parents of students is certainly very necessary. With the support of parents of students formed between the principal and educators, the process of early childhood education services can run smoothly. B. Support has been received from local regional government; Government support comes from both the central government and the Santa Lucia Virgini Foundation which supports teachers and students to improve the quality of themselves and their students. Support from various parties for the training of educators and education staff is provided through fostering services for kindergarten teacher associations or often called IGTKI or through this association teachers are greatly helped to improve teacher quality (teacher qualifications) and professional training and peer-to-peer training are carried out so that quality training is carried out. professional services which can be organized by the Foundation or IGTKI. The students were given assistance in the form of BOSP Assistance for Early Childhood Education. C. School Environment; The Santa Lucia Kindergarten school environment is located on Jalan Raya Medan Batangkuis km. 14 No.123 Kelurahan Sei Rotan, this area can be said to be safe, comfortable and beautiful because the location of the main road and the school is far from road noise, so students can complete their learning assignments safely and comfortably. 4. Santa Lucia kindergarten unit challenge. The challenge is external conditions that can affect and harm Kindergarten in the future. Santa Lucia Kindergarten Challenge is:

A. The number of childcare centers around the Santa Lucia kindergarten continues to grow; This can become competition between educational institutions in selecting students. Therefore, institutional features are needed that can be the focus of services. Because each parent certainly considers the advantages of each institution. B. Public opinion is still not aware of the importance of early childhood education. Early childhood education does not only teach literacy skills. However, the existence of Early Childhood Education allows students to achieve and develop their talents and interests to the fullest by providing stimulation or stimulation for all areas of child development.

IV. Conclusion

Accreditation is an evaluation process carried out by BAN in PAUD and PNF accreditation evaluators which aim to evaluate several documents in the form of accreditation standards based on national education standards. The purpose of accreditation is to guarantee the quality of early childhood education institutions in order to gain public trust as quality early childhood education institutions. In order to become an accredited early childhood education institution, strategic management is carried out. In this case the Santa Lucia Kindergarten in the Medan Group area conducts a Strengths Weaknesses Opportunities Threats analysis which begins with an environmental analysis that identifies strengths, weaknesses, opportunities and challenges. The strategic management plan is then designed based on the results of the Strengths Weaknesses Opportunities Threats analysis, which is then implemented according to plan and strategic management is evaluated. From the results of the study it can be stated that the strengths of the Santa Lucia Kindergarten unit lie in 1) densely populated areas, 2) curriculum, 3) sources of funding, 4) opportunities to play and learn. Weaknesses of Santa Lucia include:

1) Qualifications of teaching staff, 2) There are no special education staff. Santa Lucia's abilities include: 1) support from students' parents, 2) support from the state government, local government, and the Santa Lucia Virgini Foundation, and 3) a

conducive school environment. Meanwhile, challenges include 1) the many early childhood education institutions that have sprung up around Santa Lucia Kindergarten and 2) the mindset of people who still do not understand access to kindergarten or Prioritas preschools shows that the importance of early childhood education has not yet improved family culture. After an analysis of Strengths, Weaknesses, Opportunities and Threats, a plan is devised to classify services according to age, involving teachers, parents or the community in seminars and workshops. And add additional activities for learners. Related to the implementation of strategic management. Grouping services according to age, participation in training in seminars and workshops as well as the addition of additional participatory activities, evaluation of strategic management results requires the recruitment of educators. The Santa Lucia Kindergarten unit is supported by the fact that all accreditation standards set have been met properly. Thanks to this, Santa Lucia Kindergarten received a B accreditation classification. And this year they are preparing to take part in or apply for an extension of school accreditation by registering the school as a Participating School for November 2023 accreditation.

References

- Islam, Jurnal Lentera: Kajian Keagamaan, Keilmuan dan Teknologi, P- ISSN: 1693 – 6922/ E-ISSN: 2540 – 7767, Volume 1 Nomor 2, September Sulistyorini. (2009) Manajemen Pendidikan Islam: Konsep, Strategi Dan Aplikasi. Teras.
- Moleong, Lexy. (2007) Metodologi Penelitian Kualitatif. Remaja Karya. Musaropah, U. (2016). Pemberdayaan Masyarakat Dalam Penyelenggaraan
- Najib, M. (2018). Model Manajemen PAUD Berdaya Saing Studi Pada Lembaga PAUD Islam Terpadu Al-Ikhlas Bumiayu Kabupaten Brebes. *As-Sibyan : Jurnal Pendidikan Anak Usia Dini*, 2(2), 125–136.
- Novan Ardy Wiyani.(2020). Dasar-Dasar Manajemen PAUD Konsep, Karakteristik Dan Implementasi Manajemen PAUD. Arruzz Media.
- Nuryanto, S, and O Irmade. (2019). Pendampingan Akreditasi Lembaga PAUD Di IGTKI Wonosegoro. *Ilmu Keguruan Dan Pendidikan (JPM-IKP)*. <http://trilogi.ac.id/journal/ks/index.php/jpmikp/article/view/443>.
- Pendidikan Anak Usia Dini Berbasis Pesantren. *As-Sibyan : Jurnal Pendidikan Anak Usia Dini*, 1(2), 177–185.
- Peraturan Menteri Pendidikan dan Kebudayaan Republik Indonesia Nomor 137 Tahun 2014 Tentang Standar Nasional Pendidikan Anak Usia Dini. Sekretariat Negara Republik Indonesia.
- Sagala, Syaiful. (2013). Manajemen Strategi dalam Meningkatkan Mutu Pendidikan. Alfabeta,
- Sanjaya, W. (2015) Penelitian Pendidikan Jenis Metode dan Prosedur. Kencana. Sukarno L Hasyim. (2015). Pendidikan Anak Usia Dini (PAUD) Dalam Perspektif
- Sulthon Masyhud. (2014) Manajemen Profesi Kependidikan. Kurnia Kalam Semesta.
- Undang-Undang Republik Indonesia Nomor 20 Tahun 2003 Tentang Sistem Pendidikan Nasional, Sekretariat Negara Republik Indonesia.
- Wiani, N. A. (2018). Konsep Manajemen PAUD Berdaya Saing. *aş-şibyān: Jurnal Pendidikan Anak Usia Dini*, 2(1), 25–44.