



The Strategic Management of Islamic Boarding School Education in the Industrial Environment (Research at the At-Thohirin Islamic Boarding School, Karawang Regency)

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ABSTRACT

The purpose of this study was to determine the educational management of the At-Thohirin Islamic Boarding School in the industrial environment of Karawang Regency, to determine the dominant factors that influence the strategic management of education applied by the At-Thohirin Islamic Boarding School kiai in the industrial environment of Karawang Regency. This research is This type of field research (field research) is qualitative in nature, namely research conducted to understand social phenomena from the perspective of the perpetrators. The strategic management model used at the At-Thohirin Islamic Boarding School consists of three stages, namely: strategy formulation, strategy implementation, and strategy evaluation. Implications of the Implementation of Strategic Management at the At-Thohirin Islamic Boarding School in an industrial environment. The implication of this research is that there are changes that come from outside the pesantren. Islamic boarding schools can be divided into three namely: (1) Traditional Islamic Boarding Schools (Salafi). (2) Modern Islamic Boarding School. (3) Industrial Salafi Islamic Boarding Schools are conservative towards the industrial environment, this must adapt to the industrial environment.

Keywords: *Strategic Management, Islamic Boarding School Education, Industrial Environment*

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INTRODUCTION

Pesantren is the oldest educational institution in Indonesia. The existence of Islamic boarding schools as Islamic educational institutions in the country has played a huge role in shaping the character of the Indonesian nation. Furthermore, the existence of Islamic boarding schools from time to time has made a concrete contribution to the nation's history. In the era of the Javanese kingdom, for example, Islamic boarding schools became the center of preaching the spread of Islam, in the Dutch East Indies colonial era, Islamic boarding schools became a field of heroism for the people's resistance movement, in the independence era, Islamic boarding schools were involved in formulating the form and ideology of the nation and were involved in the physical revolution to defend independence. Apart from the extraordinary contribution of Islamic boarding schools in each phase of history,

Leading private religion, in the sense of successfully pioneering and showing empowerment both in terms of independent implementation and funding (self financing). He stressed that apart from carrying out its main task as an Islamic education activity aimed at regenerating ulama, Islamic boarding schools have become centers of consistent educational activities and have been relatively successful in instilling a spirit of independence, entrepreneurship, a spirit of self-reliance that does not depend on other people.

The leader's spirituality dimension here is clearly an organizational asset, which is certainly not known in secular leadership. As an asset, it certainly needs to be maintained and developed in a leader. This is because the dimension of spirituality is one of the factors that influences the success of existing leadership. Even though the management is less professional, the Islamic boarding school remains

In practice, management is needed and important to be developed wherever there is a group of people working together (organizing) to achieve common goals. Management is said to be a science according to Mulyati and Komariah, because it emphasizes attention to managerial skills and abilities which involve technical, human and conceptual skills/abilities. Meanwhile, management is an art because it is reflected in the differences in a person's style in using or empowering other people to achieve goals.

For this reason, management development is not only useful for manufacturing companies/profit-oriented organizations (business). Management development is actually also useful for service organizations/companies such as Islamic boarding schools, hospitals, schools and others. The urgency of developing management is actually as a tool to achieve the desired organizational goals. With management, the effectiveness and results of management elements can be increased. The management elements themselves consist of man, money, methods, machines, materials and markets as well as spirituality. These seven elements are actually assets of any organization, which if managed (managed) well will certainly lead the organization to achieve success in accordance with the expected goals.

Everyone has needs (interests). The necessity to fulfill needs drives people to work. Desires (wants) that are directed at tools that are considered to support life are called needs. Every human being has different levels of needs depending on the lifestyle that individual lives. A person's lifestyle can be seen from the way they dress, habits, etc. In order to fulfill these living needs, it ultimately requires every individual to earn income by working.

Continuing to boarding school is something that is the desire of some people, both parents and students. For some people, an Islamic boarding school education will guarantee a better future and become a source of pride in their social environment. Interest in Islamic boarding school education is not always motivated only by prestige, but also to gain various new experiences that not everyone gets. As well as to improve the quality of life as a human and social creature. However, in reality, not all people have the same perception regarding the importance of Islamic boarding school education.

Based on researchers' observations, people who live in industrial environments with high levels of job demand tend not to be interested in entering the world of Islamic boarding schools. People will be more likely to follow the habits of the majority in their environment. This is where the public perception is formed that Islamic boarding schools are not very important because there are many job opportunities that do not require an Islamic boarding school education.

Literature Review

a. Understanding Strategic Management

Management has very diverse meanings, this depends on the viewpoint and beliefs of management experts. Management is the act of thinking about and achieving desired results through group efforts consisting of the act of utilizing human talents and resources. From quotes from several experts written in the book Strategic Management by AT. Soegito explained that the meaning of strategic management is as follows:

a. According to Winardi, strategic management is a unique process, which consists of planning, organizing, mobilizing and monitoring actions carried out to carry out and achieve predetermined targets through the use of human resources and other sources.

b. Meanwhile, Stoner stated that "Manajemen is the process planning organizing, leading and controlling the of for organizing member and of using all other organizational resources to achieve stated organizational goals" This means that management is a special ability and skill to carry out an activity either with another person or other people in achieving organizational goals.

c. According to Hersey and Blanchard, it gives meaning "Management as working with and through individuals and groups to accomplish organization goals." Management is an activity carried out together and through people and groups with the aim of achieving organizational goals.

Strategic Management is "a process or series of fundamental and comprehensive decision-making activities, accompanied by determining how to implement them, made by top management and implemented by all levels within an organization, to achieve its goals".

From that understanding there are several important aspects, among others:

a) Strategic Management is a decision making process.

b) The decisions made are fundamental and comprehensive, meaning they relate to important aspects in the life of an organization, especially its goals and how to implement or achieve them.

c) This decision making must be carried out or at least involve the top leadership (Leader of the Islamic Boarding School), as the main person responsible for the success or failure of the organization.

Based on the definition above, it can be concluded that management is a series of activities, planning, organizing and controlling both facilities and infrastructure effectively and efficiently to achieve organizational goals by utilizing existing human resources.

Meanwhile, the word strategic also has a meaning that still varies according to the perspective, expertise and object being analyzed, but for the purposes of discussing strategic management it is necessary to define a more operational meaning, in fact there is a substantial connection with management in the sense of strategic management. Strategic in strategic management can also be interpreted as tips, techniques, tactics, or methods designed systematically to carry out management functions, to achieve the organization's strategic goals. Strategic within the scope of strategic management is closely related to management functions which include planning, organizing, directing and controlling decisions taken by an organization or institution. Therefore, strategic is defined by managers as a scaled and future-oriented plan to interact with the competitive environment in order to achieve predetermined

targets, so strategic is defined as a game plan. (game plane) an institution, although not in detail about the future use of human, financial and material resources for managerial decisions. Strategic management by definition has a very broad meaning, some of which are recorded in books Strategic Management written by AT. Soegito explained that: Dafid Hunger and Whelen explain that "Strategic management is a series of managerial decisions and actions that determine a company's performance in the long term." Lawrence and Glueck state that "Strategic management is the flow of decisions and actions leading to the development of effective or strategic strategies to help achieve company goals.

Meanwhile, according to Prim Masrokan Mutohar in the journal Epistem entitled Strategic Management in Improving Education Quality; Concept and implementation in Islamic education institutions: Prim Masrokan explained that educational strategic management is a fundamental process of decision making and action in structuring educational institutions that involves human and non-human resources in moving them and providing strategic control to achieve effective and efficient educational goals. Departing from the definition above, according to researchers, strategic management is a series of actions carried out by a group of organizations using planning to achieve organizational goals and objectives within a certain period of time. This can be applied within companies and educational institutions in general, including Islamic education and Islamic boarding schools.

b. Understanding the Environment

The environment is the surrounding conditions that influence the development and behavior of living things. Everything around humans that influences the development of human life, either directly or indirectly, is also defined as the environment.

The living environment can be defined as: 1) the area where a living creature resides; 2) the circumstances or conditions surrounding a living creature; 3) the whole situation that includes a living creature or a group of living creatures. According to Republic of Indonesia Law no. 4 of 1982, concerning the Basic Provisions of Environmental Management and Republic of Indonesia Law no. 32 of 2009, concerning Environmental Management, it is said that: The environment is the unity of space with all objects, forces, conditions and living creatures, including humans and their behavior, which influence nature itself, the continuity of life, and the welfare of humans and other living creatures. .

An environmental expert defines the living environment as follows: the environment is the sum of all objects and conditions in the space we occupy that affect our lives. The definition of the environment according to S. J. McNaughton and Larry L. Wolf is all external factors of a biological and physical nature that directly influence human life, growth, development and reproduction.

According to Emil Salim (1985) in his book: Environment and Development, states that the environment is all objects, forces, conditions, circumstances and influences that exist in the space we occupy and have living things including human life. According to Mohamad Soerjani and Surna T. Djajadiningrat (1985), the environment is studied by environmental science, the main basis of which is ecology, as well as taking into account other disciplines, especially economics and geography. Based on the opinions of the figures above, there must be a balanced understanding of basic principles and concepts, as well as the interrelationship between ecology, economics and geography to create a harmonious living environment.

The nature of the environment is determined by several factors. First, the type and each type of environmental element. Second, the relationship or interaction

between elements in the living environment. Third, the behavior or condition of environmental elements. Fourth, non-material factors are temperature, light and noise. These factors determine whether the environment will get better or worse. To create a harmonious environment, environmental factors and the environment must be balanced. By being sensitive or aware of the environment, the environment will be better and can provide something positive that we can make good use of.

From the various definitions of the same environment, it is necessary to realize that management by humans to date is not in accordance with environmental ethics. Environmental ethics is really needed to balance the universe, meanwhile humans think that humans are not part of the universe so humans freely manage it even to the point of destroying the environment.

In the General Indonesian Dictionary, ethics is defined as the science of moral principles. Ethics is a branch of philosophy that talks about values and norms in determining human behavior. Environmental ethics is a human's moral policy in dealing with the environment. Environmental ethics is very necessary so that every activity involving the environment is carefully considered so that environmental balance is maintained.

In environmental ethics there are principles used. The principles of environmental ethics according to Sony Keraf include:

- a. Respect for nature
- b. Principle of responsibility
- c. Cosmic solidarity
- d. Love and concern for nature
- e. No harm
- f. Live simply and in harmony with nature
- g. Justice
- h. Democracy
- i. Moral integrity

By understanding environmental ethics, we not only balance our rights and obligations towards the environment, but we can limit our behavior and try to control various activities that can damage the environment. One of the principles of environmental ethics is love and concern for nature or the environment. The word caring means paying attention, heeding, paying attention and paying attention. Meanwhile, concern is the act of being very caring or caring. So it can be concluded that environmental awareness is being sensitive and caring about things related to the surrounding environment and always correcting if pollution or imbalance occurs. Concern for the environment can be viewed with two main objectives: first, in terms of the availability of natural resources, to what extent these resources are economically profitable to extract and then use as a source of income to finance development activities. Second, if the wealth owned is indeed limited and economically unprofitable to extract and process, then what strategies need to be adopted to meet the development needs and demands of the nation concerned.

Caring about the environment means participating in preserving the environment as well as possible, by maintaining, managing, restoring and protecting the environment. The view that assumes that nature is valuable only to the extent that it is useful for human interests will give rise to superficial environmental concern and attention to environmental interests is often ignored. The environment is initially in balance and harmony, because the components of the ecosystem function properly as they should. However, it is very regrettable that the state of nature now compared to

10-20 years ago really feels like there is a striking difference, this is none other than due to massive exploitation by humans, both consciously and unconsciously. The living environment, both biotic and abiotic, influences and is influenced by humans.

c. Understanding Industry

Economics is basically a study that studies how society manages resources best to achieve prosperity Indonesia has abundant natural resources and a dense population, so it is appropriate for Indonesian people to be able to utilize and maintain natural potential as well as possible. From year to year various economic sectors continue to experience changes from traditional to modern in order to meet the needs of society, one of the changes is the existence of industry.

Industry in the narrow sense is a collection of companies that produce similar products where there are similarities in the raw materials used, processes, final products and final consumers. In a broad sense, industry is a collection of companies that produce goods and services with positive and high cross elasticity (Kuncoro, 2007: 167). Industry according to the Statistics Agency (BPS) is an economic activity that processes raw goods or raw materials into semi-finished goods, or goods to be reprocessed into finished goods or goods to be reprocessed into finished goods or goods that have high utility value. In microeconomics, industry can be defined as a collection of similar companies that produce homogeneous goods and have close substitutes. The roof tile craft industry is a productive activity that converts clay raw materials into roof tiles, with roof tile crafts it can increase employment opportunities to meet living needs and can provide higher added value.

METHOD

The type of research used is qualitative research. If we look at the data collection, this research is field research, namely research where data collection is carried out in the field, such as in the community, government institutions and organizations. Qualitative research is carried out to understand social phenomena from the perspective of the perpetrators. The method used in this research is descriptive. This descriptive research attempts to reveal a problem or situation or event as it really is so that it is objective in revealing facts. Meanwhile, the approach used in this research is a qualitative approach, in order to obtain more precise and accurate data.

Data analysis techniques are a process of classifying, providing certain codes, processing and interpreting research data, so that the research data becomes meaningful. The data analysis technique in this research uses analytical descriptive data analysis techniques, namely describing the data collected in the form of words, images and not numbers. Data obtained from interviews, documentation and observations, is then described and analyzed in a systematic, careful and accurate manner so as to provide clarity regarding the Strategic Management of Education at the At-Thohirin Islamic Boarding School in the industrial environment of Karawang Regency.

Data analysis according to Miles and Huberman basically consists of three components, namely: data reduction, data presentation and drawing and testing conclusions/verification. In qualitative research, data analysis is a very important step in research. So in this case the author carried out data analysis steps as stated by Sugiyono, that analysis of the nature of qualitative research is carried out starting from formulating and explaining the problem before entering the field, and continues until the writing of the research results. Reducing data means summarizing, selecting the main things, focusing on the important things. In this way, the data that has been

reduced will provide a clearer picture, in other words, the reduction is carried out in an effort to determine which data is needed and which data is not needed, then where the research is focused. The next step is that the data is grouped according to the sub-problems discussed, and then presented for interpretation with in-depth and thorough analysis so that it matches the actual situation. As stated by Sugiyono, every researcher will be guided by the goals they achieve when reducing data. Data reduction is a sensitive thinking process that requires intelligence, breadth and depth of insight

1. data collection,

To obtain data in the field, this is done through observation, interviews and documentation. Existing data can be in the form of field notes regarding the behavior of research subjects.

2. Data reduction

Data reduction is defined as the process of selecting, focusing on simplification, and transformation of "rough" data that emerges from notes written in the field. Data reduction occurs continuously as long as a qualitative research-oriented project takes place. Data reduction is not something separate from data analysis in the field.

3. Data presentation

Data presentation is intended so that all data obtained in the field in the form of data from observations, interviews and documentation is then analyzed so that a description can emerge, namely a grouping of data that is processed and then presented for interpretation with in-depth and thorough analysis.

4. Conclusion/verification

Namely drawing conclusions from the data that has been presented regarding the Strategic Management of Education at the At-Thohirin Islamic Boarding School in the industrial environment of Karawang Regency. After it has been reduced and presented with the author's interpretation, the final step taken by the author is to draw conclusions or verify.

RESULT AND DISCUSSION

History of the Development of the At-Thohirin Islamic Boarding School in the Industrial Environment of Karawang Regency.

Islamic boarding schools are the mother of Islamic education in Indonesia, founded because of the demands and needs of the times and this can be seen from the course of history. If you look at it from a historical perspective, Islamic boarding schools were actually born out of awareness of the obligation of Islamic da'wah, namely spreading and developing Islamic teachings, as well as producing cadres of ulama and preachers, especially the establishment of the At-thohirin Islamic Boarding School in an industrial environment.

Historically, the existence of Islamic boarding schools in Indonesian society in terms of Indonesian education since and before colonial rule has always contributed to overcoming the problems and challenges faced by society. Islamic boarding school education which embodies Islamic egalitarianism in the scientific field is truly people's education and belongs to 1 Samsul Nizar, History of Islamic Education: Tracing the Traces of the History of Education from the Era of the Prophet to Indonesia. differences in way of life from the general Indonesian people.

In the above case, Islamic boarding school is a place of education developed by the community as a place to study all problems that exist in society, especially in the religious field. In other words, Islamic boarding school is a place for religious deepening. In another opinion, Sindu Galba said that the function of the existence of

this Islamic boarding school is also as a forum for deepening religion as a center for the spread of Islam which is thought to be in line with the first wave of the Islamic process in Java which ended around the 16th century.

Pesantren is a traditional Indonesian educational institution. Islamic boarding schools began to gain attention and popularity since the beginning of the 20th century, better known as residences or huts whose buildings are simple using bamboo as a residence, study area and mosque. According to Zamakhsyari, the term Islamic boarding school began to gain popularity at the beginning of the second half of the 20th century, Islamic boarding school educational centers in Java and Madura are better known as huts or residences made of bamboo, or comes from the Arabic word Fundug which means hotel or hostel.

Furthermore, Islamic boarding school educational institutions have been developing in Indonesia for several centuries, especially in Java. Sheikh Maulana Malik Ibrahim as one of the Spiritual Fathers of Walisongo who died in 1419 in Gersik, in Javanese society is usually seen as a teacher of the Islamic boarding school tradition in Java. In this case, the community really needs the construction of Islamic boarding schools as further education institutions. However, Islamic boarding schools will be more developed if in an Islamic boarding school each teacher meets the scientific requirements needed by society because this will determine the growth and development of an Islamic boarding school.

The background to the establishment and development of the At-Thohirin Islamic Boarding School cannot be separated from the support of the KH Muhammad Thohir family, the main factor in the establishment of the At-Thohirin Islamic Boarding School is also the moral support and funds for the construction of facilities and infrastructure provided by the KH Muhammad Thohir family at the beginning of its establishment. Islamic boarding school. Apart from that, during the development of the Islamic boarding school, KH Muhammad Thohir's family has from the past until now been someone who provides knowledge to the students and has been an advisor to the administrators in carrying out their role as educators of the students. Therefore, the role of the KH Muhammad Thohir family is very important in the development of the At-Thohirin Islamic Boarding School. Thanks to their prayers and efforts, the At-Thohirin Islamic Boarding School can stand and develop. The process of developing the At-Thohirin Islamic Boarding School cannot be separated from the performance of the administrators and teaching staff who participated in developing the Islamic boarding school. Islamic boarding school administrators who are willing to contribute sincerely and hope for Allah's blessing play an important role in the development of Islamic boarding schools, and with this good management system, life in Islamic boarding schools becomes orderly and has a good impact on the lives of the students. Now the At-Thohirin Islamic Boarding School has developed better and has adequate facilities and infrastructure. With adequate facilities and infrastructure such as prayer rooms, halls and classrooms as learning places and activity centers for the students, as well as religious books to support the students' preaching. With adequate facilities and infrastructure, teaching and learning conditions at the At-Thohirin Islamic Boarding School run smoothly. Before the establishment of the At-Thohirin Islamic Boarding School in 2008, many local people already knew the At-Thohirin family well, because at that time many local people recited the Koran to Kyai Muhammad Tholib, father of K.H Muhammad Thohir. So when K.H Muhammad Thohir wanted to establish an Islamic boarding school, he received a positive response from the surrounding community, both from community leaders and the general public around the At-

Thohirin Islamic Boarding School. With the establishment of the Islamic boarding school, apart from being able to recite the Koran more deeply, the community can also learn other Islamic religious knowledge from every public recitation held by the Islamic boarding school. So, the community really supports the establishment of the Islamic boarding school, this is proven by the existence of every activity held by the Islamic boarding school, such as the commemoration of the birthday of the Prophet Muhammad SAW, commemoration of the beginning of the Hijriah year, and so on. The local community takes part in participating by donating material and non-material for the Islamic boarding school. enliven these activities.

Periodization of KH's leadership. Muhammad Thohir at the At-Thohirin Islamic Boarding School from 2008-2022 can be classified into 4 periods, namely the growth period, transfer period, development and progress, and the formal education institution period.

a. Growth Period (2008-2015)

Since the leadership of the At-Thohirin Islamic Boarding School KH. Muhammad Thohir At-Thohirin Islamic Boarding School is still very simple. The walls of the santri hut/dormitory are made of woven bamboo. Meanwhile, the Islamic boarding school environment only consists of inside/ kiai house, boarding house / dormitory for students (boys), madrasah and prayer room. The beginning of the leadership of KH. Muhammad Thohir does not accept female students. This means that the only male students who live in the Islamic boarding school are male students and they come from the area around the Islamic boarding school. However, the number of santri began to increase little by little to 30 male santri. The reason for not accepting female students in Islamic boarding schools is the lack of supporting facilities such as; rooms for female students to rest and so on, because the Islamic boarding school is managed personally by the kiai and his family.

As caretaker and new leader of the Islamic boarding school, KH. Muhammad Thohir introduced the system classical or a madrasa system with benches, blackboards, classrooms and chalk as well as the necessary books. However, the lessons are only limited to religious lessons, not yet familiar with general lessons. While the method used is the traditional method or method sorogance And bandongan-wetonan. The subject matter received by students only focuses on religious lessons in study yellow book as well as construction akhlaqul karimah and sharpening religious knowledge. In this period, kiai occupied a strategic position in the education system at Islamic boarding schools, because the students really appreciated and glorified the central figure. Kiai is considered an ideal figure who influences the mental and behavioral patterns of students. The charismatic leadership of KH. Muhammad Thohir began to appear in his first period as the new caretaker/leader of the Islamic boarding school. This leadership style was then emphasized more in the following two periods. The influence of the kiai's charisma is able to provide strength as a driving force for his followers and can implement his followers to achieve happiness in the future.

b. Transition Period

The At-Thohirin Islamic Boarding School was founded by a respected Kiai Jumhur among the Ulama and Islamic Activists in Tirtamulya, namely Syaikhuna al Mukaroh KH. Muhammad Thohir ibn H Muhammad Talib ibn Aban ibn Samudin ibn Jaiban Ibnu Kiai Robani. Born in Karawang, Tuesday 28 Jumadil Awal 1370 H March 1951 AD, the fourth son of 7 siblings of H, Muhammad Tholib HJ. Atmi. Died Tuesday 2 January 2018 aged 66 years. His wife Hj. Zahrotul Uyun. He is the founder of the At-Thohirin Islamic boarding school, Baetul Mal At-Thohirin. With his persistence, KH.

Muhammad Thohir accompanied by his wife Mrs. Hj. Zahrotul Uyun pioneered the establishment of Islamic boarding schools from small to large education or starting from Islamic boarding school students to the realization of Islamic boarding school students living in Islamic boarding schools. The At-Thohirin Islamic Boarding School was founded around 2008. Over time, because it was far from the family home, it became neglected by many environmental factors that did not support it and the community did not support the existence of the At-Thohirin Islamic Boarding School.

Continue to move the location of the At-Thohirin Islamic boarding school to Kp. Ciselang RT 003/RW 010 Desa. North Cikampek District. The new city of Karawang Regency, led by his son-in-law, KH Amin Abdul Rohim, went to the neighborhood closest to the family's house, and after moving the location, it turned out that the people were very enthusiastic about the existence of the At-Thohirin Islamic boarding school and many children from the community were reciting the Koran and reading the Koran from there. One year many students registered to become resident students.

The At-Thohirin Islamic Boarding School from 2015 until now has been led by KH. Amin Abdul Rohim S.Pd is the first son-in-law of the head of the At-Thohirin Islamic boarding school Alm Almagfurillah KH. Muhammad Thohir who lives in the Islamic boarding school complex. The Islamic boarding school leader is responsible for the entire management of the Islamic boarding school and leads the implementation of Islamic boarding school administration as well as a series of teaching and learning activities. One of the effective forces responsible for facing change is Islamic boarding school leadership, namely the behavior of leaders who are able to initiate new thinking in the interaction process, especially in the Islamic boarding school environment, namely by making changes or adjustments to goals, targets, configurations, procedures, input, processes. and the output of an Islamic boarding school is in accordance with developmental demands. Therefore, the quality of Islamic boarding school leadership is one of the main components in the success of the Islamic boarding school, assisted by other administrators. KH. Amin Abdul Rohim S.Pd as the head of the Islamic boarding school emphasized that the Islamic boarding school prioritizes religious knowledge and science and technology as well as religious values and mastery of the English language. At-Thohirin Karawang Islamic Boarding School continues to strive to improve the quality of education and achievements of students in academic and non-academic fields. This step is considered to be able to increase the number of new students in the new academic year in addition to conducting outreach to the local community.

c. Period of Development and Progress

In this period, the progress of the At-Thohirin Islamic Boarding School began, where the condition of the Islamic boarding school was more neatly arranged and more complete. The Islamic boarding school is maximizing its efforts to improve the quality and quantity of its Islamic boarding schools. The form of Islamic boarding schools has changed to become what Dhofier mentioned as a new type of Islamic boarding school, namely Islamic boarding schools that have established public schools and madrasas, where the majority of the subjects they develop are not classical Islamic books. Although at certain times the study of classical Islamic books is still carried out, whether led by the kiai themselves or senior students.

Implementation and management carried out by KH. Amin Abdul Rohim S.Pd.I consistently and continuously supports the At-Thohirin Islamic Boarding School, positioning this Islamic boarding school to be able to compete in the midst of

changing times. Education is the sector that plays the most important role in the progress of the At-Thohirin Islamic Boarding School under the leadership of KH. Amin Abdul Rohim S.Pd.I Islamic boarding schools must be able to implement personnel management, curriculum management, financial management, student management, communication and information management, library management, structure management, environmental and community management, guidance counseling management, engineering management and conflict management. KH. Amin Abdul Rohim S.Pd.I has given a new color in leading the At-Thohirin Islamic Boarding School, even though his education was purely from an Islamic boarding school background with deeper knowledge of religion, he only studied general science when he was still in elementary school. This leadership style is cultural leadership. To support this leadership style, kiai must have the power to influence his subordinates, so that his subordinates can trust, imitate and respect their leader.

d. The plan period for opening a formal educational institution

KH. Amin Abdul Rohim S.Pd.I in leading the Islamic boarding school, he did not require his students to be knowledgeable only in religious knowledge, but also in general knowledge. There are even plans to open a formal educational institution within the Islamic boarding school environment, but for now the school students are still outside the Islamic boarding school environment. He has given great opportunities to his students, so that they can learn and master general knowledge and skills at the Islamic boarding school. So, when they have boyong From Islamic boarding schools you can master two sciences at once, namely religious sciences and general sciences. KH. Amin Abdul Rohim S.Pd.I educates his students like his own sons and daughters. In the period of the plan to open formal educational institutions, there will also be two formal institutions at the At-Thohirin Islamic Boarding School, both at junior high and high school levels, namely junior high and vocational school institutions. It's just that during the planning period to open a formal educational institution, the payment for land to build a formal educational institution has not yet been finalized.

The Educational Strategic Management Model Applied by the Kiai of the At-Thohirin Islamic Boarding School in the Industrial Environment of Karawang Regency

Regarding educational management, especially Islamic education management, this is something that has always been of interest, this cannot be separated from the rise of Islamic educational institutions, which currently include Islamic boarding schools.

The strategic management model used at the At-Thohirin Islamic Boarding School consists of three stages, namely:

1. Strategy Formulation

Strategy formulation or strategy formulation is the process of determining the program or plan that the company (organization) is implementing, the final goals (aims) it wants to achieve, and the methods that will be used to achieve these final goals.

In line with the above, Prim Masrokan explained that strategy formulation reflects the true desires and goals of the organization. In this case, the organization must formulate its vision, mission, values, pay close attention to the internal and external environment, and draw conclusions from the analysis of internal and external factors.

Formulation means the process of formulating or compiling an activity or action. The strategy formulation stage is the stage of compiling or formulating strategic steps that will be implemented to achieve the goal. Philip Kotler and Kevin Lane Keller say that

goals indicate what a business unit wants to achieve, strategy is a game plan for getting there. Every business must design a strategi for achieving its goal. Goals state what a business unit wants to achieve, strategy is a plan of action to achieve those goals. Every business must design or develop a strategy to achieve its goals.

Syaiful Sagala in the book "Strategic Management in Improving the Quality of Education", emphasizes that there are five steps in strategy formulation that must be carried out, namely:

-Formulation of vision (mission determination) Namely the image of how schools should exist

-External environmental assessment (environmental external assessment) Namely accommodating environmental needs for the quality of education that can be provided by schools.

-Organizational assessment, namely formulating and utilizing school resources optimally.

-Formulation of specific objectives (objective setting) namely the elaboration and achievement of the school's mission as shown in the school's goals and the objectives of each subject.

-Strategy determination (setting strategy) Namely choosing the most appropriate strategy to achieve the set goals by providing the budget, facilities and infrastructure, as well as the facilities needed for this.

On the other hand, there are several components that must be considered when preparing a performance plan. Components for a performance plan according to akdon include:

1)Goals, performance indicators and targets to be achieved in the relevant period.

2)Program to be implemented.

3)Activities, performance indicators and expected targets in an activity.

The strategy formulation stage includes activities to develop and establish the organization's vision and mission, analyze or identify internal strengths and weaknesses, analyze or identify external opportunities and challenges, set long-term goals and determine alternative strategies to achieve goals.

2.Implementation Formulation

This stage is the implementation or implementation stage of the strategy that has been previously formulated and determined. Implementation or application of strategy requires the company to set annual goals, create policies, motivate employees and allocate resources, so that the strategy that has been formulated can be implemented. Strategy implementation includes developing a culture that is supportive of the strategy, creating an effective organizational structure, redeploying marketing efforts, preparing budgets, developing and utilizing information systems and linking employee compensation to organizational performance.

Strategy implementation is often called the action stage of strategic management. Implementing a strategy means mobilizing employees and managers to implement the strategy that has been formulated. This stage is often considered a difficult stage in strategic management. Strategy implementation requires discipline, commitment and personal sacrifice. Successful strategy implementation depends on managers to motivate employees which is more of an art than a science.

In implementing strategies in Islamic boarding schools as an effort to improve the quality of education, of course it is not as easy as that. It is known that to implement the strategy of the At-Thohirin Islamic Boarding School leadership it is necessary to create an organizational culture, working conditions, motivation, infrastructure that

supports and facilitates work, policies to make work successful, motivation and a comfortable, safe, harmonious work situation which will automatically support the achieving organizational missions which will further encourage the realization of the Islamic Boarding School's organizational vision and goals.

3.Evaluation Formulation

Strategy evaluation is the final stage of strategic management. A manager must know when a particular strategy is not working. To find out this information, the right method is needed, namely by conducting a strategy evaluation. All strategies are something that can be modified in the future because internal and external factors are always changing. The strategy evaluation stage is an activity to observe and ensure that the strategy implemented is running well or not. This is to fulfill the principle that the strategy of an organization, institution or company must be continuously adapted to changes that always occur in the internal and external environment.

Strategy evaluation is an effort to monitor the results of strategy formulation and implementation. This includes measuring organizational performance, as well as taking corrective steps if deemed necessary.

Implications of the Implementation of Strategic Management of Kiai Education at the At-Thohirin Islamic Boarding School in the industrial environment of Karawang Regency

So, the implications of implementing strategic management for the education of Kiai at the At-Thohirin Islamic Boarding School in an industrial environment. The most varied Islamic educational institutions, such as the At-Thohirin Islamic Boarding School, remember the freedom of its founding kiai to color its Islamic boarding school with dedication to certain studies. Viewed from the perspective of openness to changes that occur from outside, Islamic boarding schools can be divided into three, namely:

1.Traditional Islamic Boarding School (Salafi)

The term salafiyah is used to maintain the culture of past ulama whose organizational management was centralized. This means that all tasks related to Islamic boarding school activities are handled by kiai/caregivers with a Islamic boarding school curriculum model that upholds Islamic literature in Arabic (Kitab Turas) as a reference source. The level of education is non-classical, namely by utilizing natural potential and without the intervention of modern technological products.

2.Modern Islamic boarding school (Khalafi)

Khalafiyah which uses cooperative management and the national curriculum and classical level. Religious and general science literature becomes a reference source and is taught equally. The materials and facilities used utilize modern technology or products. Khalafi Islamic boarding schools are adaptive. Adaptation is carried out to changes and developments in education which are a result of the demands of developments in science and technology.

3.Islamic Boarding School (Industrial Salafi)

Industrial Salafi Islamic boarding schools are conservative towards the industrial environment, they must adapt to the industrial environment.

A.Islamic Boarding School Tufoksi

The duties and functions of Islamic boarding schools in the modern era are experiencing changes. The role of Islamic boarding schools in the modern era is highly expected as explained in the rules of PP no. 55/2007 and PMA no. 13/2014 concerning Islamic boarding schools as Islamic religious educational institutions that have human resources whose management is in line with current developments and is required to always be dynamic and progress in science and technology so that Islamic boarding

schools also function as heritage of native Indonesian culture and foreign culture in world civilization.

The duties and functions of the At-Thohirin Islamic Boarding School are to educate students in Islamic religious education which has human resources whose management, in line with current developments, is required to always be dynamic and progressive in science and technology, because the At-Thohirin Islamic boarding school is not all silent in the Islamic boarding school but there are still many students who already working in an industrial factory, still studying at the At-Thohirin Islamic Boarding School.

B. Islamic Boarding School Relations

A relationship is something that states a unique relationship or connection between two sets. Relationships are very closely related to function, where both are important in various branches of science, in fact relationships are very close to the progress of Islamic boarding schools in the industrial environment.

Based on the results of interviews with the As-satidz Board of the At-Thohirin Islamic Boarding School, it was stated that: Thank God, many of the industrial relations towards the At-Thohirin Islamic boarding school are people who give alms and give alms to the needs of the At-Thohirin Islamic boarding school and students and there are also many people who donate part of their wealth to the development and progress of the At-Thohirin Islamic boarding school, because at the Islamic boarding school At-Thohirin Islamic boarding school has a forum, namely Baetul Maal At-Thohirin, to organize people who want to give zakat, shodaqoh and waqf.

Implications of the Implementation of Strategic Management for Kiai Islamic Boarding School At-Thohirin Education in an industrial environment. The most varied Islamic educational institutions, such as the At-Thohirin Islamic Boarding School, remember the freedom of its founding kiai to color its Islamic boarding school with dedication to certain studies. Viewed from the perspective of openness to changes that occur from outside, Islamic boarding schools can be divided into three, namely: (1) Traditional (Salafi) Islamic Boarding Schools. (2) Modern Islamic Boarding School. (3) The Industrial Salafi Islamic Boarding School is conservative towards the industrial environment, it must adapt to the industrial environment

CONCLUSION

Based on the results of research that has been carried out regarding the Strategic Management of Education at the At-Thohirin Islamic Boarding School, it can be concluded as follows The background to the establishment and development of the At-Thohirin Islamic Boarding School cannot be separated from the support of the KH Muhammad Thohir family. The main factor in the establishment of the At-Thohirin Islamic Boarding School was also the moral support and funds for the construction of facilities and infrastructure provided by the KH Muhammad Thohir family at the beginning of its establishment. Islamic boarding school. Apart from that, during the development of the Islamic boarding school, KH Muhammad Thohir's family has from the past until now been someone who provides knowledge to the students and has been an advisor to the administrators in carrying out their role as educators of the students. Therefore, the role of the Kh Muhammad Thohir family is very important in the development of the At-Thohirin Islamic Boarding School. Thanks to their prayers and efforts, the At-Thohirin Islamic Boarding School can stand and develop. The process of developing the At-Thohirin Islamic Boarding School cannot be separated from the performance of the administrators and teaching staff who participated in

developing the Islamic boarding school. Periodization of KH's leadership. Muhammad Thohir at the At-Thohirin Islamic Boarding School from 2008-2015 can be classified into 4 periods, namely the growth period, transfer period, development and progress, and the plan period to open a formal educational institution. The strategic management model used at the At-Thohirin Islamic Boarding School consists of three stages, namely: strategy formulation, strategy implementation, and strategy evaluation. Strategy formulation consists of developing a vision and mission, identifying the organization's external environment, namely opportunities and threats, determining weaknesses and strengths, which constitute the organization's internal environment, generating long-term goals, generating strategic alternatives, and determining the strategy to be implemented. Strategy implementation consists of determining annual targets, planning policies, motivating employees, and allocating resources. The final stage of strategy evaluation after the strategy is implemented in real practice is assessed for its effectiveness against expectations and achieving company goals. Assessment is carried out by measuring the factors or indicators of success achieved and evaluating the successful performance of the strategy for further formulation and implementation in the future to make it better and more effective.

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