

## **Systematic Literature Review: The Role of School Strategic Plans in Improving Educational Quality**

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**Abstract:** This study investigates the role of school strategic plans in enhancing educational quality, moving beyond their perception as mere administrative requirements. A systematic literature review (SLR) was conducted, analysing 15 peer-reviewed articles published between 2021 and 2026. The findings reveal that effective strategic planning contributes to quality improvement through three key mechanisms: (1) structured formulation processes involving stakeholder deliberation, (2) alignment of resources with institutional vision and mission, and (3) systematic monitoring and evaluation. However, the review also identifies persistent challenges, including limited technological integration, insufficient professional development, and a tendency toward administrative compliance rather than pedagogical transformation. This study contributes a synthesized framework that conceptualizes strategic plans as “living roadmaps” for institutional change, emphasizing the synergy between managerial leadership and active document engagement. The findings provide actionable insights for school principals and policymakers seeking to bridge the gap between long-term vision and daily operational practice.

**Keywords:** Educational Management, Quality Improvement, School Excellence, Strategic Planning

### **A. Introduction**

In the current era of globalization and digitalization, the quality of education has emerged as a fundamental determinant of a nation's competitiveness and sustainable development. It is widely acknowledged that ideal quality education encompasses excellence in governance processes, educator professionalism, and student achievement that remains responsive to contemporary societal and economic demands (Krstić, 2021). Existing literature and policy frameworks have established that comprehensive management instruments are essential for achieving measurable quality improvement in educational institutions. The School Strategic Plan (Renstra) is universally recognized as such an instrument, functioning as an organizational compass that determines the direction of school development over medium and long-term horizons. Educational systems across various contexts mandate the development of strategic plans, requiring institutions to integrate vision, mission, and

environmental analysis (SWOT) into coherent work programs that align with National Education Standards (SNPs). Furthermore, research has demonstrated that optimal utilization of strategic plans enables schools to allocate limited resources including budget, infrastructure, and human capital more precisely toward priority quality (Shelty D. M Sumual et al., 2025).

Despite the universal requirement for educational institutions to possess strategic development plans, a significant gap persists between documented intentions and actual implementation practices. What remains insufficiently understood is the mechanism through which the utilization of strategic plans directly intervenes in and facilitates the improvement of educational quality at the institutional level. While the presence of strategic documents is nearly universal, there is limited empirical evidence explaining why many of these documents become mere “displays” on school bookshelves rather than dynamic references for daily policymaking and decision-making processes. This phenomenon of strategic plan abandonment results in quality improvement efforts that are directionless, fragmented, and resistant to systematic evaluation. The current state of the art in educational management literature has yet to adequately explore the specific processes, enabling conditions, and intervening variables that determine whether a strategic plan remains a living instrument for institutional transformation or deteriorates into a bureaucratic artifact. Consequently, the mechanisms by which strategic planning can effectively bridge the gap between long-term vision and operational reality remain largely uncharted territory (Warren & Churchill, 2022).

This study offers a novel contribution by shifting analytical attention from the mere existence of strategic documents to the dynamic processes of their formulation, utilization, and integration into institutional practice (Alsharari, 2024). The novelty of this research lies in its focused examination of how strategic plans can function as active intervention tools for quality improvement, rather than passive compliance documents. By investigating the implementation mechanisms that enable strategic plans to transcend their status as administrative requirements and become genuine catalysts for educational enhancement, this study addresses a critical lacuna in the literature (Suprianto, 2024). Strategic planning is vital for organizations, providing a roadmap to navigate complexity and allocate resources toward long-term objectives. However, a critical gap persists: despite the existence of well-articulated plans, they often remain static documents rather than dynamic tools, leading to a paralyzing disconnect between strategy formulation and execution. The literature is replete with frameworks for plan creation yet remains conspicuously silent on the cognitive biases, organizational inertia, and lack of adaptive implementation mechanisms that prevent teams from operationalizing these blueprints effectively. Therefore, this study seeks to answer the following research question: What does existing literature reveal about the processes, enabling conditions, and outcomes associated with the utilization of school strategic plans for quality improvement?

## **B. Methods**

This study was conducted using the Systematic Literature Review (SLR) approach, which is a structured method for identifying, assessing and synthesizing relevant results of previous research (Mangaroo-Pillay & Coetzee, 2022). This study employed a Systematic Literature Review (SLR) following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. The review protocol included the following steps: (1) formulation of research questions; (2) systematic search of databases (Scopus, ERIC, and Google Scholar) using the search terms “school strategic plan” AND “quality improvement” AND “education”; (3) screening of articles based on inclusion criteria (peer-reviewed articles published between 2021 and 2026, English language, focus on K-12 or basic education); (4) quality assessment using established criteria for qualitative and quantitative studies; (5) data extraction using a standardized form; and (6) thematic synthesis of findings. A total of 15 articles meeting all criteria were included in the final analysis.

## C. Results and Discussion

**Table 1. Articles Journal Were Reviewed**

| No | Title                                                                                      | Author and Year              | Research Objective                                                                                                                                                                                                       | Research Methods                                                                                                                                                                                                                                                                   | Research Result                                                                                                                                                                                                                                                                                | Conclusion                                                                                                                                                                                                                                                                                                                                                                              |
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| 1. | Strategic Planning in Increasing Quality of Education.                                     | (Priyambodo & Hasanah, 2021) | This study aims to explore school strategic planning, analyze, and plan strategic planning in improving the quality of education at SDN Jetis Bantul. Researchers used descriptive research with a qualitative approach. | Data collection techniques in this study were in-depth interviews, participant observation and documentation. This study's subjects were the principal, members of the principal's work deliberation, supervisors, teachers, and the school committee.                             | Strategic planning at Jetis Public Elementary Schools, creates and develops annual work programs according to the school's vision and mission, conducts external and internal audits, sets long-term goals, then formulates, evaluates, chooses strategic, and continues implementation.       | The benefits of strategic planning for schools in improving the quality of education at Jetis Public Primary Schools are not only to broaden the knowledge of developing schools but also to improve school performance. The documentation of the results of the school's strategic planning in improving the quality of education with tutoring institutions shows significant things. |
| 2. | Strategic Planning for Education Quality Improvement Based on SWOT Analysis: A Case Study. | (Chusniyah et al., 2023)     | This research examines internal and external environmental factors and builds strategic planning to improve educational quality.                                                                                         | This study employs a qualitative descriptive approach to gain an in-depth image of the research object at SMP Muhammadiyah 14 Sambi Boyolali. Data gathering methods included interviews, observation, and document analysis – data analysis methods included data reduction, data | Strategic planning based on the SO-WO-ST-WT analysis can include developing the school environment into an ideal learning community, conducting human resource training and development, forming achievement clubs, improving the quality of school services, forming an organizational school | The analysis reveals that SMP Muhammadiyah 14 Sambi Boyolali Middle School has numerous advantages and opportunities internally but can potentially improve its quality externally. However, it must anticipate weaknesses and threats, particularly in human resources, service management, and branding. Strategic planning using the SWOT matrix can help determine the school's     |

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|   |                                                                |                         |                                                                                                                                                       | presentation, and verification.                                                                                                                                                                                                                                                                                                        | activity evaluation team, utilizing funds effectively and efficiently, establishing resource sharing, and developing school branding.                                                                                                                                                                                                                      | position in improving education quality. The results may not apply to other schools with different conditions. this research. Also have a weakness in implementation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 3 | Strategic Management in Quality Improvement at State Madrasah. | (Mustapid et al., 2021) | This study aims to analyze strategic planning, policy implementation and evaluation of quality improvement programs at a State Madrasah Aliyah Medan. | This study uses a qualitative approach with data collection techniques through interviews, observation and documentation. While strengthening the validity of the data from research findings, the use of data validity standards based on Lincoln & Guba consists of credibility, transferability, dependability, and confirmability. | The results of this study indicate that; 1) strategic planning in quality improvement is carried out by deliberation and teamwork to formulate the madrasa's vision and mission, analysis of the internal environment of the resources owned by the madrasa and the external environment of the madrasa environment both geographically, socio-culturally. | Strategic planning is carried out by deliberation and cooperation to formulate the vision and mission of the madrasa, an analysis of the internal and external environment, the key to success and strategy selection, and strategic planning. A strategic organization is carried out by establishing work teams and decrees and teachers and employees who are considered capable of implementing the strategic plan. Quality assurance and quality standards are established for quality improvement, establishing a madrasa culture or culture, making organizational changes, and maintaining good relations with stakeholders, both the central government and the area and community, in order to |

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|   |                                                                           |                               |                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                   | implement plans and policies. As a result, the strategic plan's evaluation is carried out sequentially: first, it is monitored, then it is measured, then it is compiled, and finally, it is taken corrective actions.                                                                                                                                 |
| 4 | Strategic Planning in School Quality                                      | (Pitriantini & Permana, 2021) | This research examines the extent to which the implementation of school planning can lead to school quality in accordance with government-set standards.                                                                        | The research method carried out is qualitatively explorative.                                                                                                                                                                                                                     | The results showed that the implementation of the school plan became a guideline for schools to achieve the national standards of education set.                                                                                                  | The implementation of quality-oriented education and improving the human resources quality of students is a mandate of the Law that must be implemented by the education unit. The implementation of quality education requires careful and systematic planning and has a "tomorrow must be better than it is today" perspective.                      |
| 5 | Effect of Strategic Planning and Strategic Management in Secondary School | (Macabinguil, 2022)           | The main objective of this study is to explore implementation strategic planning and strategic management in the Secondary Schools. Strategic planning is very essential because it is the core of the work of an organization. | Strategic planning is the overall planning that facilitates the good management of a process. Strategic planning takes you outside the day-to-day activities of your organization or project. It provides you with the big picture of what you are doing and where you are going. | The results of this micro study showed, teachers really lack of understanding the importance strategic management and strategic planning in school. This micro study can provide the authorities to act more effectively and efficiently in every | This study reviewed previous researches relevant to Strategic Planning and Strategic Management. It shows that school progress must have a plan and proper management. These days there is an increasing need for effective and efficient development of strategic plan for Secondary Schools. However, poorly designed strategy can be devastating to |

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|   |                                                                            |                             |                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                         | education planning and policy.                                                                                                                                                                                                                                                                                                                                 | firms and many years of hard work can disintegrate when strategic plans are not properly implemented.                                                                                                                                                                                                                                                                                 |
| 6 | Analysing the education policies and sector strategic plans of Somaliland. | (Melesse & Obsiye, 2022)    | This study examines the education policies and education sector strategic plans of Somaliland.                                                                                                                               | For this purpose, qualitative research was adopted and data were collected from reviewing education policies, education sector strategic plans, the joint review of the education sector analysis reports, and the curriculum frameworks of Somaliland. | Finally, it was thematically categorized, interpreted, and discussed using a review or related literature. The themes of analysis include: overviewing the practices and gaps of the education policies and sectors' strategic plans of Somaliland and the major encumbering factors that are affecting the provision of the education policies of Somaliland. | Finally, for planning and decision-making purposes, as well as for quality assurance and regulation purposes, an up-to-date and reliable education data system (the EMIS system) of the school-age students, teachers, and school leaders, and supported staff of both the public and private institutions at all levels of the education system of Somaliland needs to be available. |
| 7 | The Role of Strategic Planning in Ensuring the Success of Education        | (Krstevska & Bajrami, 2023) | The research paper elaborates on the main concepts and terminology of strategic planning in education, including all the steps of building a strategic plan with mission and vision statements. Furthermore, it analyses and | This research paper emphasizes the importance of the SMART strategic goals for improving education, articulated via the mission and vision statements.                                                                                                  | The final results of this inquiry serve as recommendations for positive changes and reforms in North Macedonian education.                                                                                                                                                                                                                                     | The importance of SMART strategic planning in education is crucial to guide schools toward improvements in both teaching and learning, preparing students for their future careers to be competitive in the global labor market. Research shows that 56% of current students in North Macedonia are not prepared for 21st-century careers in the competitive                          |

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|   |                                                                                                                               |                         | compares some successful strategic planning case studies in education by identifying the strengths and some weaknesses.                                               |                                                                                                                                                                       |                                                                                                                                                                                                                                                                                       | global labor market. It is vital that every Ministry of Education plans SMART reforms based on the honest SWOT analysis reflection, then creates a strategic plan with shared values and objectives through mission and vision                                                                                                                                                                 |
| 8 | Strategic Management in Improving the Quality of Education in Boarding School.                                                | (Iskandar et al., 2022) | This article aims to determine the process of planning, implementing, and evaluating strategic management in improving the quality of education at a Boarding School. | This article aims to determine the process of planning, implementing, and evaluating strategic management in improving the quality of education at a Boarding School. | Implementing strategic management in improving quality at SMA Al-Hikmah Boarding School Batu is the implementation of what is produced in the planning phase. The performance of strategic management in enhancing the quality of education at the Al-Hikmah Boarding School Batu is. | Strategic management to improve the quality of education at Al-Hikmah Boarding School High School has several various activities carried out, including Strategic planning in improving the quality of education includes several activities, namely the development of vision, mission, and goals, identifying internal and external factors, short-term, medium-term and long-term planning. |
| 9 | Academic leadership and leadership styles in strategic plans: a study of five top-ranked public universities in South Africa. | (Hyde-Clarke, 2023)     | Better discussion and explanation of the responsibilities that university leaders have in achieving strategic goals, and the leadership role                          | This study conducts a textual analysis approach, using qualitative content analysis, of a purposeful (non-random) sample of the five top-ranked                       | The research shows that while the strategic plans share similar core values such as a desire to be inclusive and foster transformation in society, the use of the two key research                                                                                                    | The strategic plans of the five top-ranked universities in South Africa appear similar in terms of clarity in expressing mission statements and core values. Transformation, innovation, trust, and inclusion are shared core                                                                                                                                                                  |

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|    |                                                                  |                         | these organizations could and wish to play, could facilitate greater understanding and impact in the public sphere.                                                                                                                                      | universities in South Africa to determine the leadership styles.                                                                                                               | concepts differs as to how they are defined and to whom they refer.                                                                                                                                                                                                                                                           | values. A content analysis shows that a clear majority contain explicit and implicit references to transformational or servant leadership styles, that are all coupled with a collective approach to decision making which are consistent with and interplay with the respective core values. Interestingly, considering these approaches, the senior leadership roles are not emphasized as having more responsibility than any other role for realizing the strategic goals. |
| 10 | Strategy and Strategic Leadership in Education: A Scoping Review | (Carvalho et al., 2021) | The purpose of this scoping review was to provide a comprehensive overview of relevant research regarding strategy and strategic leadership, identifying any gaps in the literature that could inform future research agendas and evidence for practice. | This study is a scoping review of the literature related to strategy and strategic leadership, which aims to map its specific aspects as considered in educational literature. | The results indicate that there is scarce literature about strategy and that timid steps have been made toward a more integrated and comprehensive model of strategic leadership. It is necessary to expand research into more complex, longitudinal, and explanatory ways due to a better understanding of these constructs. | Strategic leadership gains relevance since leaders need to consider how to manage their loose and tight configurations and, hence, reinforce simultaneous personal and organizational dimensions related to school improvement. It is time to expand the research into more complex, longitudinal, and explanatory ways due to a better understanding of the constructs. This scoping review was an attempt to contribute to this endeavor by                                  |

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| 11 | A Practical Guide to Strategic Planning in Higher Education   | (Kayyali, 2024)           | Strategic planning is a key procedure for higher education institutions attempting to manage the complicated and continuously shifting educational landscape. This chapter offers a practical guide for planning, implementing, and assessing strategic plans within the higher education sector. It begins by identifying the core components of a strategic plan, including vision and mission statements, goals, and objectives. | The importance of stakeholder involvement and collaboration is underlined as a critical aspect in establishing a successful and sustainable plan. The guide also gives insights into the practical aspects of executing and monitoring strategic initiatives, ensuring alignment with institutional goals. | Strategic planning in higher education is not a one-time event but an ongoing process that requires regular monitoring, evaluation, and modification. As external conditions and internal goals change, institutions must be agile and responsive, making appropriate adjustments to their strategic plans to remain on course. | integrating and systematizing educational literature about strategy and strategic leadership. Finally, it discusses the evaluation of outcomes and the importance of ongoing development in sustaining the relevance and success of the strategic plan. This chapter seeks to empower educational leaders and administrators with the tools and information necessary to effectively manage their institutions toward long-term success. |
| 12 | Identifying Research Gaps in Literature related to studies of | (Yangailo & Mpundu, 2023) | This study presents a systematic literature review to                                                                                                                                                                                                                                                                                                                                                                               | The analysis of the literature in this study revealed that there is                                                                                                                                                                                                                                        | The use of one approach in many studies in the focus area                                                                                                                                                                                                                                                                       | The study included only peer-reviewed, English-language                                                                                                                                                                                                                                                                                                                                                                                  |

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|    | Strategic Planning on Competitive Advantage: A Systematic Review of Literature.                   |                      | identify the major research gaps in the literature related to the studies of strategic planning on competitive advantage. The study employed a systematic review of the literature contained in three databases, Google-Scholar, ERIC and Semantic-Scholar.             | an increase in the number of studies focusing on the relationship between strategic planning and competitive advantage. wider gap in the existing research in that: there are very few studies that include continuous variables to gain a deeper understanding of the relation- ship between strategic planning and competitive advantage; | could be one of the reasons why the findings are comprehensive, hence the need for a balanced research approach.                                                                                                                                                                                       | literature. A key contribution of this study is that the steps, methodology and analysis used can be replicated and applied by scholars to conduct similar or even different studies to identify gaps in the literature review.                                                                                                                                                                                                                                     |
| 13 | Strategic Planning, Financial System Management, and Performance in Higher Education Institution. | (Garad et al., 2025) | This study aims to experimentally evaluate the effects of strategic planning and financial system management on the performance of higher education institutions. Additionally, it examines how financial system management mediates the relationship between strategic | This study adopts a quantitative approach. Offline and online questionnaires were distributed to academic staff at private universities in Indonesia to gather data for hypothesis testing.                                                                                                                                                 | Higher education in Indonesia represents the final, non-compulsory stage in formal education. It is typically delivered through universities, colleges, seminaries, music schools, and institutes of technology. Based on ownership, universities are divided into two categories: public and private. | The results show that the correlation between strategic planning, financial system management, and higher education performance is positive and significant. The strategic planning instruments also show acceptable levels of correlation. These results were statistically significant, indicating strong confidence in the findings. This correlational study assessed the relationships among three variables: strategic planning, financial system management, |

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|    |                                                                                                                                                    |                        | planning and organizational performance in higher education (HE).                                                                                                                                                                                |                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                        | and higher education performance.                                                                                                                                                                                                                                                                                                                              |
| 14 | Implementation of Strategic Planning in Regional/Municipal Government, Obstacle and Challenges.                                                    | (Dwi Retnandari, 2022) | This article discusses strategic planning implementation of the public sector within Indonesia hierarchical administration system. Many studies on public sector strategic planning have been carried out both at the national and local levels. | A qualitative strategy was used to explain this phenomenon with participatory observation in 69 regency/municipalities as the main data collection method, in addition to document analysis and in-depth interviews.                                 | The challenges in strategic planning implementation were identified as being poor information and data quality and quantity, weak bargaining position that regencies/municipalities have against higher tiered administration, limited capacity of mid-level managers, | Improvement of the evaluation model based on the achievement of outcomes, reducing the ministry's sectoral ego, improving the capacity of evaluators and the need for the involvement of other parties such as credible universities will create a multiplier effect for all stakeholders.                                                                     |
| 15 | Understanding strategic planning: an assessment of the definitions, planning process and competitive advantage. <i>Strategy &amp; Leadership</i> , | (Dhlamini, 2024)       | The study provides an understanding of strategic planning through an assessment of its definitions, the planning process, and spells-out the outcomes as well as the associated competitive advantage from practicing strategic                  | A review of strategic planning was conducted. The definitions identified were drawn from definitions derived from the top 10 publications with the highest citations from each of the two decades between 2001 to 2020 following a systematic Scopus | The review established that there are various definitions of strategic planning, however, they are largely aligned as it relates to the formulation of strategy, the widest difference in the definitions is in the scope of the implementation activities.            | The review contributes to the body of knowledge by providing (i) an understanding of strategic planning; (ii) an assessment of the definitions of strategic planning; (iii) a proposed definition of strategic planning; (iv) provision of a theoretical framework to understand the practice of strategic planning; and (v) the positioning of strategic risk |

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|  | planning. Despite the popularity of strategic planning as a management tool, it is argued that its practice is one that is least understood. | search of publications with “strategic planning” in their title, and other publications identified through a Google Scholar search on “strategic planning”. The most unique or differentiated definitions were identified and assessed. The identified publications were also analyzed using content analysis to gain insight from their research findings as it relates to strategic planning in general, the planning process and respective competitive advantage. | management in enabling strategic planning. |
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Based on the results of the above research which contains the results of an article review that is closely related to the title of the research, Strategic Planning in Increasing Quality of Education, the article (Priyambodo & Hasanah, 2021) make a comprehensive discussion of the benefits of strategic planning for schools in improving the quality of education at Jetis Public Primary Schools are not only to broaden the knowledge of developing schools but also to improve school performance. The documentation of the results of the school's strategic planning in improving the quality of education with tutoring institutions shows significant things. Another benefit of school strategic planning is the increased public trust in sending their children to Jetis Public Elementary Schools. This article is also easily accessible because it is good language. However, its weakness lies in the measuring and evaluating school performance with planning in the field of curriculum, development of educational personnel, development and coaching in the field of student affairs, planning in finance, public relations and good infrastructure. This article has the advantages of study employs a qualitative descriptive approach to gain an in-depth image of the research object at SMP Muhammadiyah 14 Sambu Boyolali. However, its weaknesses lie in the lack of discussion it must anticipate weaknesses and threats, particularly in human resources, service management, and branding. The results may not apply to other schools with different conditions. this research. Also have a weakness in implementation (Chusniyah et al., 2023).

Then (Mustapid et al., 2021) this article discussed about Strategic Planning is carried out by deliberation and cooperation to formulate the vision and mission of the madrasa, an analysis of the internal and external environment, the key to success and strategy selection, and strategic planning. The author uses a qualitative approach with data collection techniques through interviews, observation and documentation. While strengthening the validity of the data from research findings, the use of data validity standards based on Lincoln & Guba consists of credibility, transferability, dependability, and confirmability. The conclusion of this article state Strategic planning is carried out by deliberation and cooperation to formulate the vision and mission of the madrasa, an analysis of the internal and external environment, the key to success and strategy selection, and strategic planning. A strategic organization is carried out by establishing work teams and decrees and teachers and employees who are considered capable of implementing the strategic plan. Quality assurance and quality standards are established for quality improvement, establishing a madrasa culture or culture, making organizational changes, and maintaining good relations with stakeholders, both the central government and the area and community, in order to implement plans and policies. As a result, the strategic plan's evaluation is carried out sequentially: first, it is monitored, then it is measured, then it is compiled, and finally, it is taken corrective actions.

Meanwhile (Melesse & Obsiye, 2022) discussed Analysing the education policies and sector strategic plans of Somaliland. This study used qualitative research was adopted and data were collected from reviewing education policies, education sector strategic

plans, the joint review of the education sector analysis reports, and the curriculum frameworks of Somaliland. The result of study show it was thematically categorized, interpreted, and discussed using a review or related literature. The themes of analysis include: overviewing the practices and gaps of the education policies and sectors' strategic plans of Somaliland and the major encumbering factors that are affecting the provision of the education policies of Somaliland. Also, that explains for planning and decision-making purposes, as well as for quality assurance and regulation purposes, an up-to-date and reliable education data system (the EMIS system) of the school-age students, teachers, and school leaders, and supported staff of both the public and private institutions at all levels of the education system of Somaliland needs to be available.

Furthermore (Iskandar et al., 2022) This article uses descriptive qualitative research. The data is collected through interviews, observation, triangulation, documentation, and analyzed by descriptive analysis. This article successfully confirmed Implementing strategic management in improving quality at SMA Al-Hikmah Boarding School Batu is the implementation of what is produced in the planning phase. However, the literature review approach used causes this article to be more conceptual-normative and has not been supported by empirical testing or analysis of measurable performance data. In addition, the research orientation is still on strengthening internal quality and institutional integrity, not explicitly linking leadership with data-based strategic analysis systems and global competitiveness. The performance of strategic management in enhancing the quality of education at the Al-Hikmah Boarding School Batu is. The steps taken to implement strategic management are (1) determining school policies and (2) motivating teachers and education staff. (3) Allocating human resources. (4) School Culture that Supports the strategy. Compared to articles that have been published in the Scopus indexed journal, this research sits at an important intersection between visionary leadership, transformational change, and data-driven strategic management in education. With a strong empirical methodological design (e.g., mixed methods or SEM), this research has the potential to make a more comprehensive and competitive theoretical and practical contribution to publication in accredited national journals as well as reputable international journals.

In addition, (Hyde-Clarke, 2023) This study conducts a textual analysis approach, using qualitative content analysis, of a purposeful (non-random) sample of the five top-ranked universities in South Africa to determine the leadership styles, definitions and narratives employed in their strategic plans to better understand how these universities position themselves in this regard. However, the literature review approach used makes this article conceptual-qualitative and has not been supported by empirical data that test the effectiveness of the deepener leadership model in improving organizational performance measurably. This article has advantage that while the strategic plans share similar core values such as a desire to be inclusive and foster transformation in society, the use of the two key research concepts differs as to

how they are defined and to whom they refer. Compared to articles that have been published in the Scopus indexed journal, this research has the potential to be at an important intersection between Educational Management, Quality Improvement, School Excellence, and Strategic Planning. With a strong empirical methodological design, this research has the opportunity to make a more integrative theoretical contribution as well as practical implications applicable to the development of modern education management.

However (Carvalho et al., 2021) This study a scoping review of the literature related to strategy and strategic leadership, which aims to map its specific aspects as considered in educational literature. This article has advantage that there is scarce literature about strategy and that timid steps have been made toward a more integrated and comprehensive model of strategic leadership and the leaders need to consider how to manage their loose and tight configurations and, hence, reinforce simultaneous personal and organizational dimensions related to school improvement. Compared to articles that have been published in Scopus indexed journals, this research has the potential to contribute more integrative to the realms of Educational Management, Quality Improvement, School Excellence, and Strategic Planning. With a robust methodological design and comprehensive empirical testing, this research has the opportunity to make a significant theoretical and practical contribution to the development of modern education management at the national and international levels.

Then (Kayyali, 2024) Examine Strategic planning is a key procedure for higher education institutions attempting to manage the complicated and continuously shifting educational landscape. This study has advantage offers a practical guide for planning, implementing, and assessing strategic plans within the higher education sector. It begins by identifying the core components of a strategic plan, including vision and mission statements, goals, and objectives. Also has weakness in lie strategic planning in higher education is not a one-time event but an ongoing process that requires regular monitoring, evaluation, and modification. Result show Strategic planning in higher education is not a one-time event but an ongoing process that requires regular monitoring, evaluation, and modification. As external conditions and internal goals change, institutions must be agile and responsive, making appropriate adjustments to their strategic plans to remain on course. The study conclude discusses the evaluation of outcomes and the importance of ongoing development in sustaining the relevance and success of the strategic plan. This chapter seeks to empower educational leaders and administrators with the tools and information necessary to effectively manage their institutions toward long-term success.

Finally (Yangailo & Mpundu, 2023) This study presents a systematic literature review to identify the major research gaps in the literature related to the studies of strategic planning on competitive advantage. The study employed a systematic review of the literature contained in three databases, Google-Scholar, ERIC and Semantic-Scholar.

However, the analysis of the literature in this study revealed that there is an increase in the number of studies focusing on the relationship between strategic planning and competitive advantage. wider gap in the existing research in that: there are very few studies that include continuous variables to gain a deeper understanding of the relation- ship between strategic planning and competitive advantage. The study provides an understanding of strategic planning through an assessment of its definitions, the planning process, and spells-out the outcomes as well as the associated competitive advantage from practicing strategic planning. This article has advantage it contributes to the body of knowledge by providing (i) an understanding of strategic planning; (ii) an assessment of the definitions of strategic planning; (iii) a proposed definition of strategic planning; (iv) provision of a theoretical framework to understand the practice of strategic planning; and (v) the positioning of strategic risk management in enabling strategic planning.

#### **D. Conclusions**

In conclusion, strategic planning contributes to quality through structured processes, resource alignment, and systematic evaluation; however, challenges such as a compliance-driven culture and implementation gaps persist. This review acknowledges its limitations, including the use of only 15 articles, specific databases, and English-language publications. While the findings are not generalizable, they offer synthesized insights. Key recommendations emphasize engaging stakeholders in formulation, utilizing SWOT analysis, and establishing monitoring systems, while policymakers should provide professional development and align funding with strategic priorities. Future research should explore longitudinal studies on strategic plan implementation, comparative studies across diverse school contexts, and the development of robust evaluation frameworks.

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