

IMPLEMENTATION OF THE STRATEGIC PLAN FOR THE DEVELOPMENT OF CULTURE QUALITY OF EDUCATION IN ISLAMIC HIGH SCHOOL SHEIKH H. ABDUL HALIM HASAN AL ISHLAHIYAH BINJAI INDONESIA

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ABSTRACT

This study aims to explain how the Implementation of Strategic Plan in Cultural Development. The quality of Education in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai. The method used in this research is the qualitative method, through the process of data reduction, test with description and reflection to every thing which is important especially from existing phenomenon. The conclusion of this dissertation is the preparation of strategic plans carried out in joint meetings. Then form a strategic planning committee by involving all academic community. Preparation of strategic programs undertaken through coordination meetings with the Strategic Plans Team. Implementation of the strategic plan adopted to strategic issues in the organization of higher education that is developing. Implementation of the meeting of every Institution activity by providing a snack for every meeting participant by beginning with Bismillah and ending with ham da lah and closing prayer meeting, giving fund of doctoral study for the permanent lecturer, and Institute milad commemoration always held at graduation every year as a sign of love of academic community Institution. After all the strategic plans are implemented taking into account the supporting factors and obstacles to the implementation of strategic plans which are then disseminated to stakeholders, the academic community, and public and private institutions. Strategic Plan Evaluation is done at the time of program execution in progress or at the end of program implementation to see how far its success.

Keywords: *Implementation, Strategic Plan, Culture Quality, Education*

1. INTRODUCTION

Planning is a management function relating to the determination of a plan that will help the achievement of a predetermined goal. The plan can be a strategy and an operational plan. Once a plan or set of activities has been determined, then the activity must be divided in accordance with the ability individual. After that, the role of organizing, organizing is a management function related to the division of labor. In order for those who have been appointed able and willing to carry out their work, they need a person who has leadership, that is, someone who has the ability to give direction and encouragement to behave as expected [14].

The Strategic Plan is the backbone of strategic management [4]. Strategic Plan is a benchmark in performing the duties and functions of an organization. Strategic plan serves to guide all organizers of units within an organization in implementing development programs and activities in accordance with the duties and functions carried, especially the achievement of vision, mission, goals, goals, and strategies to be achieved within the next five years.

The quality culture is developed with a new paradigm of the involvement of learners in the learning process, which not only keeps them active in the learning process, but they are also given the opportunity to define the learning activities they will perform together with their teachers, Learning in a fun atmosphere, dynamic and full of fun because the conditions created are nuanced aspirational and in accordance with the demand of the learners. The learning process in the classroom is always paying attention to the aspirations of learners, not ignoring the sluggish in the process of understanding, and not hurting those who are quick in understanding the material. Learners get a proportional service, and all should lead to a minimum level of achievement of competence according to the number set [13].

Education in Indonesia is currently experiencing intellectual deadlock. The indications are first, lack of renewal effort, and if there is a quick loss with social change, politics and science and technology progress. Secondly, the practice of Islamic education has so far maintained a long heritage and has not done much creative, innovative and critical thinking on actual issues. Third, the learning model of Islamic education emphasizes the intellectualism-verbalist approach and negates the importance of educational interaction and humanistic communication between teacher-students. Fourth, the orientation of Islamic education focuses on the formation of God's servants and unbalanced with the achievement of Muslim human character as Khalifah fi al-and [13].

This is in line with the development of education in Indonesia which is still lower compared with education in other countries in Southeast Asia. Indicators of low quality of education can be observed in the achievements of learners. On an international scale, according to the World Bank Report 2014, the East Asia's IEA (International Association for the Evaluation of Education Achievement) study shows that the reading skill of grade 4 elementary school students is at the lowest level. The mean score of reading test scores for elementary school students is as follows: 75.5 (Hongkong), 74.0 (Singapore), 65.1 (Thailand), 52.6 (Philippines), 51.7 (Indonesia). Indonesian children are only able to control 30% of the reading material and they are difficult to answer the questions in the form of descriptions that require reasoning. Similarly in the world of higher education according to Asia Week magazine from 77 universities surveyed in Asia Pacific turned out that the four best universities Indonesia is only able to rank the 61st, 68th, 73rd, and 75th. Another indicator that shows how poor the quality of education in Indonesia is the ranking of the Human Developmental Index, which is the composition of education, health, and head-to-head achievement rates, indicating that Indonesia's human development index is declining. From UNESCO 2010 data, among 174 countries in the world, Indonesia ranks 102th in 2006, 99th in 2007, 105th of 2008 and 109th in 2009, and declined to the order of 112th in 2014 [17].

Selected Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai as a background research because it is considered to have its own uniqueness. Based on preliminary observations conducted at Islamic High School of Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai, there is data that support research on the implementation of the Strategic Plan in developing the quality culture of Islamic education, due to the document of Strategic Plan, the existence of Quality Assurance Team to conduct supervisory duties The implementation of the strategic plan, the quality of learning process and graduation to be inputs in the process of formulating, implementing and evaluating the strategic plan. STAI Al Ishlahiyah Binjai is trusted by the Ministry of Religious Affairs of Indonesia to carry out the mission viewfinder program. Of 37 PTKIS in Kopertais area IX North Sumatera only two PT set, one of the High School of Islamic Religion Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai. The mission viewfinder program is a government program to provide scholarships to underprivileged students, but achievers to the end.

The implementation of the strategic plan is more focused on the capacity building which includes institutional development, human resource development, development of facilities and infrastructure, funding and funding extraction and improvement of good governance. Capacity building for higher education is an emerging issue today. Chairman of the Guarantee Team of Islamic Religious High School Syekh H. Abdul Halim Hasan Al Ishlahiyah Binjai stated that the availability of strategic plan becomes the reference for Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai in conducting lecturing process so that lectures are always up to date and relevant With the development and demands of the times.

In the implementation of the development of campus quality culture, curriculum review is conducted at least 5 (five) years so that the curriculum content is in accordance with the demands and developments of science. The curriculum consists not only of one competency but must have some competencies so that the students get a lot of new knowledge and according to the needs in the world of work. The Quality Assurance Team is in charge of formulating and controlling the timeliness of completion of student studies. Quality lectures and graduate courses are not

considered good if the completion time of study exceeds the time specified. The study period S1 is determined for 8 (eight) semesters / 4 (four) years. This is of particular concern to the quality assurance team, so in the next few years, the average completion of student studies is 4 (four) years. High School of Islamic Religion Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai in 2016 has 2,344 students divided into two courses, namely Prodi Pendidikan Religion of Islam (PAI) and Islamic Banking (PS). With details of students, PAI 1320 students and students of study program numbered 1,024 people. Each year the number of students continues to grow along with the physical development and facilities of facilities and facilities of Islamic High School Syekh H. Abdul Halim Hasan Al Ishlahiyah Binjai. In addition, accreditation of PAI study program, Islamic Banking Prodi and accredited institution of BAN-PT. Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai was rated "B" by BAN-PT Number: 174 / SK / BAN-PT / Ak-XVI / S / VIII / 2013 On August 24, 2013. On the last graduation ceremony In 2015, successfully completed 185 people, consisting of 144 people from the Islamic Education Department entitled to Bachelor of Islamic Education and 41 people from the Department of Islamic Banking with Bachelor of Islamic Economics A bachelor graduate in 2015, 90 percent of graduates are on time completion of their studies. An average of 4 years 2 months can earn a bachelor's degree ". More encouraging point Average GPA (GPA) average above 3.00.

2. THEORETICAL REVIEW

2.1. Strategic Plan

The term of the Strategic Plan comes from the military field which is then developed in various lines of life as a scrupulous plan of activities to achieve specific targets such as in the field of corporate management which is then applied in education [6].

Planning as a process that begins with setting organization goals, determining strategies for achieving the goals of the organization thoroughly, and formulating a comprehensive system of planning to integrate and coordinate all the work of the organization to the achievement of organizational goals [5].

While strategic is a comprehensive plan to achieve organizational goals. Not only achieve but is intended to maintain the sustainability of the organization [15]. The Strategic Plan is the embodiment of the mission, vision, goals, programs, activities, and achievements of an organization.

The Strategic Plan is an effort to implement three important steps: First, identify trends, threats, and opportunities, where results can change historical trends. Second, improve organizational performance driven by competitive conditions. Third, compare each work unit within the organization to develop development priorities by allocating resources [16].

From the above description, it can be concluded that what is meant by the Education Institution's Strategic Plan is a comprehensive long-term plan, providing the formula to which educational institutions will be directed, and how resources are allocated to achieve objectives over a period of time under various possible environmental circumstances. The Strategic Plan is also a process of assisting the organizational goals, determining the strategies, policies, and programs needed for those objectives.

2.2. Education Quality Culture

The definition of quality culture according is an organizational value system that produces an environment conducive to the continuous formation and quality improvement [10]. Quality culture consists of philosophy, beliefs, attitudes, norms, traditions, procedures, and expectations that improve quality. Put forward "quality culture is the pattern of habits, beliefs, and behavior concerning quality"[5]. The culture of quality is a pattern of values, beliefs, and expectations that are embedded and developed among members of the organization about its work to produce quality products and services [2].

Education as a process of directing human development on the physical side, reason, language, behavior, and a religious social life directed towards goodness toward perfection [1].Islamic education is an attempt to change the behavior of individuals in private life or community life and life in the natural surroundings [12].

Meanwhile, according to Achmadi which is meant by education is all efforts to maintain and develop human nature and the resources available to him towards the formation of whole humanity (insane kamil) in accordance with Islamic norms [1].

Education according to Muhroqib is the process of directing human development on the physical side, reason, language, behavior, and a religious social life directed towards goodness toward perfection [7]. Islamic education is an attempt to change the behavior of individuals in private life or community life and life in the natural surroundings [[9].

The culture of quality education is the ability of schools in the management of operating an efficient to components related to the school so as to generate added value to the component according to Islamic teachings [2].

From the above explanation, it can be concluded that what is meant by the culture of the quality of education is the habituation of the values of values, beliefs and expectations that are embedded and developed in education either individually or group spiritually and physically in accordance with Islamic teachings.

3. RESEARCH METHODOLOGY

The research method used in this research is a qualitative method with an interactive approach and type of phenomenology research. Qualitative methods are methods used by phenomenologists to capture the meanings of human behavior. This study seeks to look at things from the point of view of the person who "behaves" itself. So as if the researchers feel directly what is done by the person who behaves. Phenomenologists seek to understand through participant observation, open-ended interviewing methods, and personal documents. These methods produce descriptive data that enable them to see the world as seen by the research subjects [5].

The reason for the use of qualitative methods as the method of this study is because researchers see the nature of the problem under study can develop naturally in accordance with the conditions and situations in the field. Due to the fact that the field research has always been well developed from the process of drafting, implementing and evaluating the Strategic Plan in developing the culture of education quality in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai.

Qualitative research is a research that emphasizes on the results of observations of researchers. So humans as a research instrument become a necessity [8]. Researchers become the key instrument (the key Instrument) [9]. Therefore, the validity and reliability of qualitative data depend on a lot of the methodological skills, sensitivity, and integrity of the researcher himself [12].

Researchers are the main actors in data collection. His body-mindedness capacity in observing, questioning, tracking, and abstracting is an important instrument that is second to none. As data collectors, researchers play a creative role; He traces descriptive information or facts, then assembles facts and information to the level of concepts, hypotheses, and/or theories [12].

Furthermore, qualitative research also relies on communication (and/or human) ability to adapt to various kinds of reality, which non-human instruments can not work. Researchers are expected to understand the phenomenon that occurs and further capture the meaning behind the existing symptoms. Medium non-human research instruments, such as interview guides, observation or observation, as well as documentation that serves as a tool in the process of recording information [10].

Researchers try to avoid subjective influences and preserve the environment naturally so that the social processes that occur running as usual. Qualitative researchers can withstand and keep themselves to not intervene too much into the environment that became the object of the study.

This study was conducted for one year. Starting from February 1, 2016, to January 31, 2017. After the dissertation heading was accepted in February 2016, proceeded with a dissertation proposal seminar in March 2016, then finalized the dissertation proposal in March 2016, followed by compiling the Instrument of data collection still In March 2016, collecting data from March to September 2016 at the Islamic High School of Sheikh H. Abdul Halim

Hasan Al Ishlahiyah Binjai, analyzing data from June to December, and the latter is expected to be completed in January 2017.

The research informants in this research are: STAI Chairman has a lot of information about STAI he leads, including the situation on campus, Chairman of Foundation, Chairman of Quality Guarantee Team, Ka Prodi PAI, PS Prod Prod PS, Halim Hasan Al Ishlahiyah Binjai Indonesia.

The data collection in this research is done by three techniques, that is an interview, observation, and documentation study to get the data holistically which is integrative, and get the relevance of the data based on the focus and the purpose of the research.

Data analysis is a systematic review and arrangement of transcripts of interviews, field notes, experiences of people, and other materials that have been collected with the aim to compose a working hypothesis and elevate it into a theory as a result of research. Data analysis is done through data analysis, organizing, dividing into manageable units, synthesizing, finding patterns, finding what is meaningful, and what researchers will study and decide to report systematically [13]. Data analysis takes place simultaneously along with the data collection process with the flow of stages: data reduction (data reduction), data presentation (data display), and drawing a conclusion (drawing conclusions).

In this study, the examination of the validity of the data is based on the criteria to ensure the confidentiality of data obtained through research. According to Moeloeng criteria, there are 4, namely: credibility, transparency, dependence, and Koni-mab litas [13]. The researcher also regularly held discussions with the Chairman of the Foundation, Chairman of the Quality Assurance Team, Ka Prodi PAI, Ka Prodi PS, Lecturer and student of Islamic High School Syekh H. Abdul Halim Hasan Al Ishlahiyah Binjai to ensure that the data has been checked From several sources at the study site.

4. DISCUSSION

Based on the findings of the above findings, this research resulted in the finding that:

4.1. Preparation of Strategic Plan in Developing Quality Culture of Education in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai

Preparation of strategic plan in the development of a culture of quality education in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai conducted in a joint meeting. Then form a committee drawing Strategic plan by involving all academic community. The preparation of strategic programs, namely the development of study programs, facilities and infrastructure, governance and management, human resource development, funding and financing, quality assurance, research, community service, and cooperation by developing the culture of education quality: Training of lecturers, debriefing at the release of criteria mastery students, awards to lecturers and outstanding students, the implementation of Eid al-Fitr prayer, Idul Adha, and qurban animal slaughtering in STAI environment, meeting every Institution activity by providing snack for each meeting participants by beginning with Bismillah And ending with Havdalah and closing prayers, giving S3 study funds for permanent lecturers, and institutional mild commemorations are always held at the graduation ceremony every year as a sign of the academic community's love of the Institution. Islamic High School Sheikh H. Abd. Halim Hasan Al Ishlahiyah Binjai also develops religious culture, including: culture 3 SAS (Salam, Smile, Garbage), Jum'at culture clean, halal Bihalal, anniversary of Islamic Day , compensation of death, compensation Children of yatim, culture there is a family of Lecturers and Employees Council, Tasyakuran culture, daily charity culture, and Muslim dress culture on Friday conducted through coordination meeting with Strategic Plan Compiler Team. After all the strategic plans have been finalized, the next step is to socialize them to stakeholders, the academic community, and public and private institutions in order to participate in the success of the established strategic plan.

The study also found that the process of preparing the strategic plan begins with the formulation of a strategic program. The technical development of the culture of the quality of education conducted by the High School of Islamic Religion Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai is by inviting all lecturers to conduct special work meetings, starting with the orientation and direction of the Head of Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai, followed by orientation from resource persons, then forwarded to orientation and discussion, all lecturers were given time to make development of quality culture which he developed in groups

according to the eyes of tupoksi held to be known their level of understanding, then held the reevaluation for presentation In front of all participants. Upon completion, all lecturers are required to complete the strategic plan and must be finished before entering the new school year.

The steps in developing a strategic plan for the development of an education quality culture are: (a) Formation of Team / Committee, (b) The team / committee who draft the strategic plan with the following steps: develop vision, mission and objectives, , Determining school goals, identifying target functions, SWOT analysis, identifying problem-solving alternatives, developing quality culture development programs by compiling annual, medium and long work programs, preparing budgets and lastly developing a schedule of activities. (C) after renter is approved by the campus, the strategic plan is socialized to all academic, stakeholders, and state and private institutions. This implies that the planning process occurs coordination and good communication between the academic community.

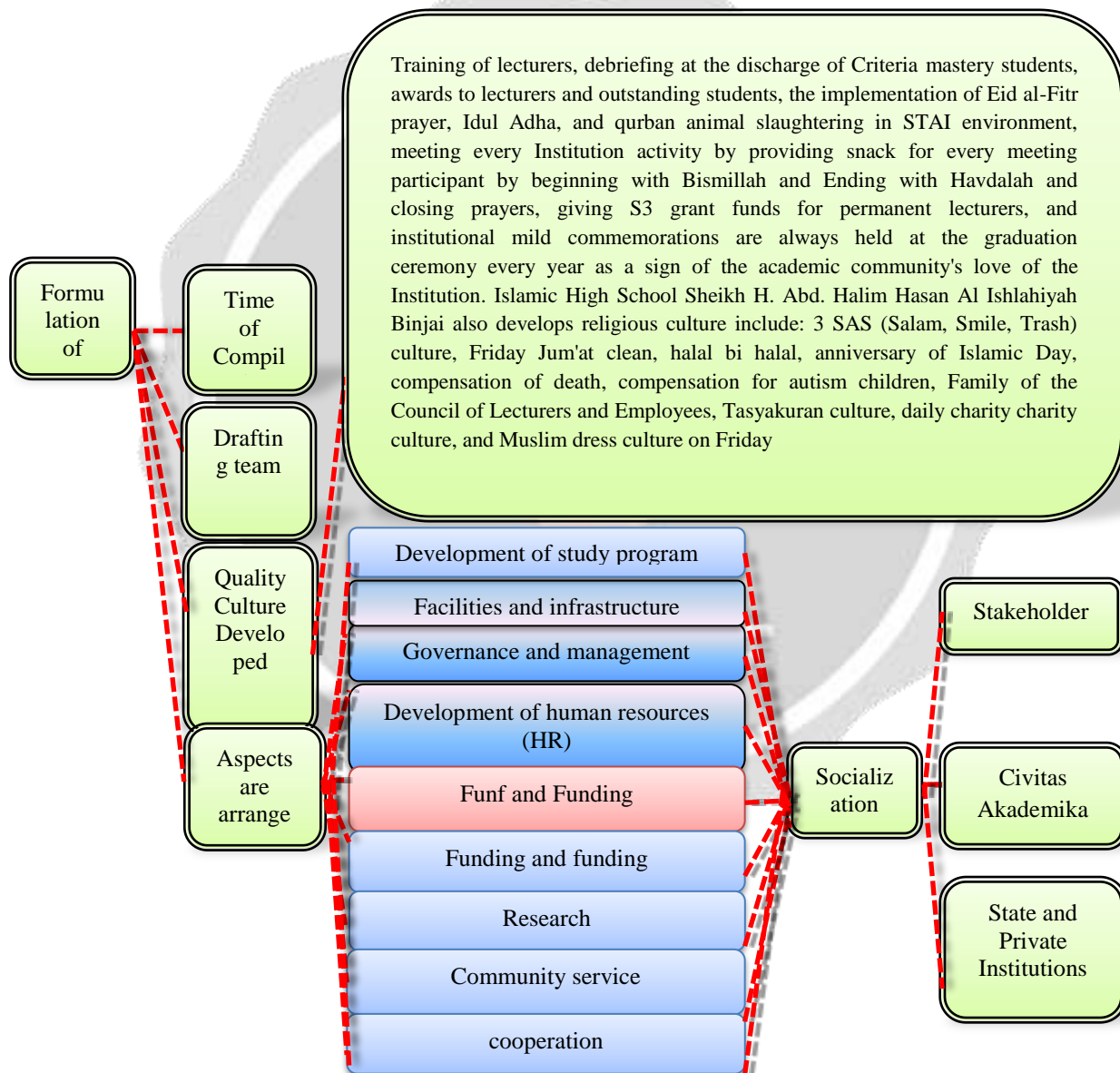


Fig-1: Steps for Formulating a Strategic Plan

4.2. Implementation of Strategic Plan in Developing Quality Culture of Education in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai

Implementation of strategic plan in developing the culture of education quality in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai adapted to the strategic issues in the organization of higher education that are developing today are: capacity building, (Good governance), human resource development (HR), fundraising from various sectors and quality assurance, whose implementation is arranged in the form of division of tasks through the committees. In the execution of strategic plan involving functionaries, some lecturers and academicians to help each other and cooperate in implementing strategic plan covering the development of study program, facilities and infrastructure, governance and management, human resources development, funding and financing, Quality, research, community service, and cooperation by developing the culture of education quality, that is: lecturer training, debriefing of criteria mastery students, giving appreciation to lecturer and student achievement, Eid prayer, Eid al-Adha, and qurban slaughtering in STAI , Meeting every activity of the Institution by providing snack for every meeting participant by beginning with Bismillah and ending with Havdalah and closing prayer meeting, giving S3 study fund for permanent lecturer, and Institute milad commemoration always held at graduation every year as a sign of love of academic community Ika to the Institution. Islamic High School Sheikh H. Abd. Halim Hasan Al Ishlahiyah Binjai also develops religious culture, including: culture 3 SAS (Salam, Smile, Garbage), Jum'at culture clean, Halal Bihalal, anniversary of Islamic Day , compensation of death, compensation Children of yatim, there is a family culture of the Council of Lecturers and Employees, Tasyakuran culture, daily charity culture, and Muslim dress culture on Fridays. After all strategic plans are implemented taking into consideration the supporting factors and obstacles to the implementation of strategic plans which are then disseminated to stakeholders, the academic community, and public and private institutions.

The most important in the implementation of the strategic plan is the activity of assigning tasks to others who are directly involved in the program being implemented [11]. From the implementation of this joint strategic plan, can form knowledge, attitude, behavior, and religious experience is good and true. Students will have the noble character, honest behavior, discipline, and religious spirit to improve their quality.

Inhibiting factors in the implementation of strategic plan are viewed from two perspectives, namely: (a) seen from the implementation of centre (work program) is, place of worship is inadequate, difficulties in finding clean water source, religion coach, sport and library , Some students have less discipline and lack of intelligence, inadequate teaching and learning activities media especially applied subjects have no laboratory while (b) seen from the executor of strategic plan either at the time of the strategic plan and implemented from the planner, Chairman of STAI (individual Based barrier) and from lecturers, employees, and students (organizationally based barrier). Efforts are made to overcome obstacles with congruous steps include: planners are expected to perform the best possible planning. While the lecturers and employees of the administration are asked to be able to understand the impact of changes resulting from the strategic planning that has been prepared, Conversely (c) the supporting factors in the implementation of the strategic plan conducted by the campus is by giving motivation lecturers, employees and students, With student parents, maintaining cohesive relationships among the academic community, the participation of academic community and society is quite high.

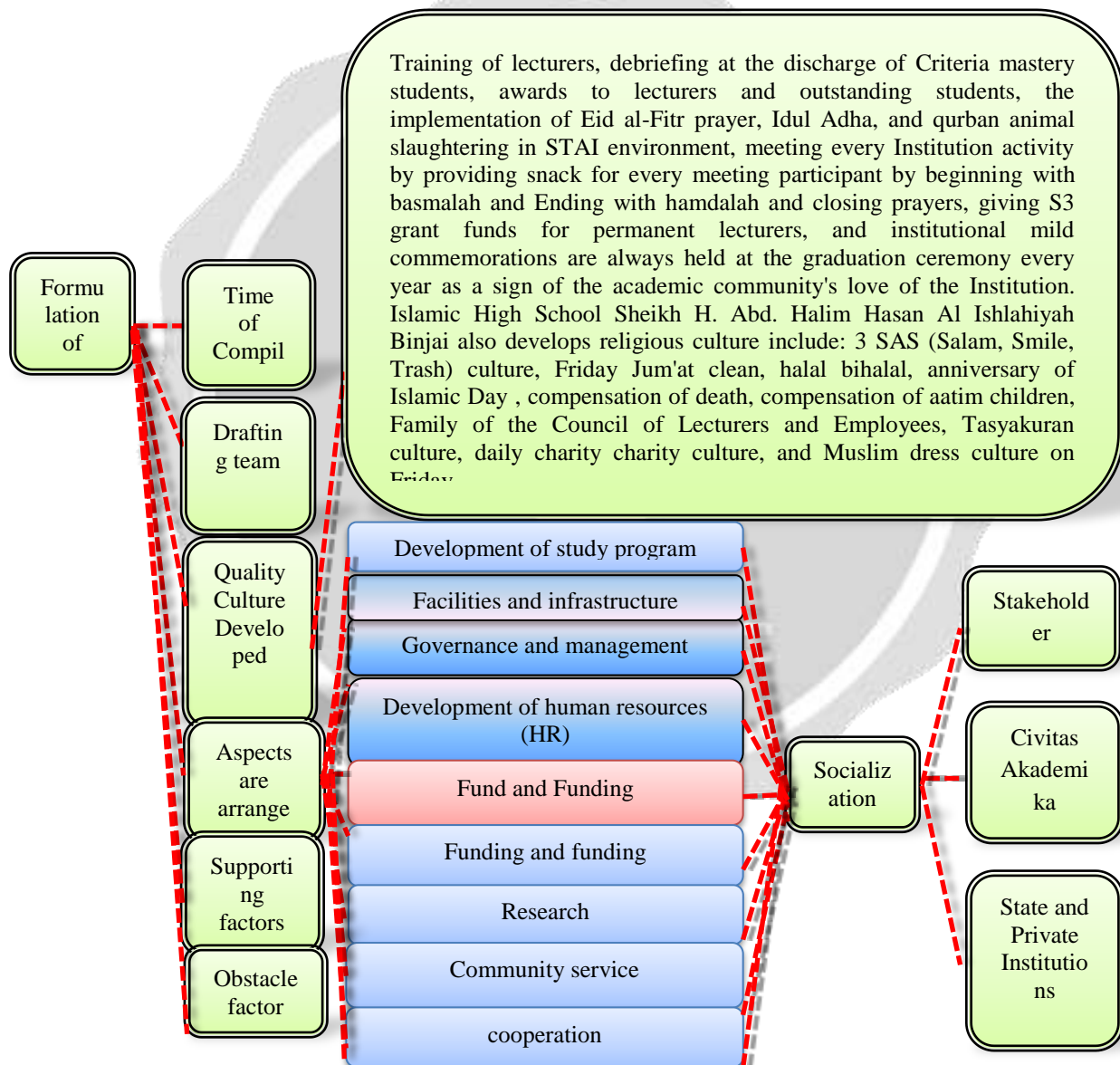


Fig-2: Steps for Formulating a Strategic Plan Implementation

4.3. Evaluation of Strategic Plan in Developing Quality Culture of Education in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai

Evaluation of the Strategic Plan in developing the culture of education quality in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai is done during the execution of the program is in progress or at the end of program implementation to see how far its success. In the Islamic perspective, it is called Muha Sabah that is judging what has been done so far whether it has provided benefits or has not been valued at all. Evaluated things are the development of study program, facilities and infrastructure, governance and management, human resource development, funding and financing, quality assurance, research, community service, and cooperation through coordination meeting with team Strategic plan evaluation. After all the strategic plans have been evaluated, the next step is to socialize them to stakeholders, the academic community, and public and private institutions in order to participate in the success of the evaluated strategic plan for subsequent follow-up actions to improve the next strategic plan.

The above findings are in line with Kezner's opinion that only with the evaluation of a manager can know a program has reached a predetermined goal or not. The develop organizational resources to be able to plan strategic programs that will improve the quality of the organization it leads in the future [6].

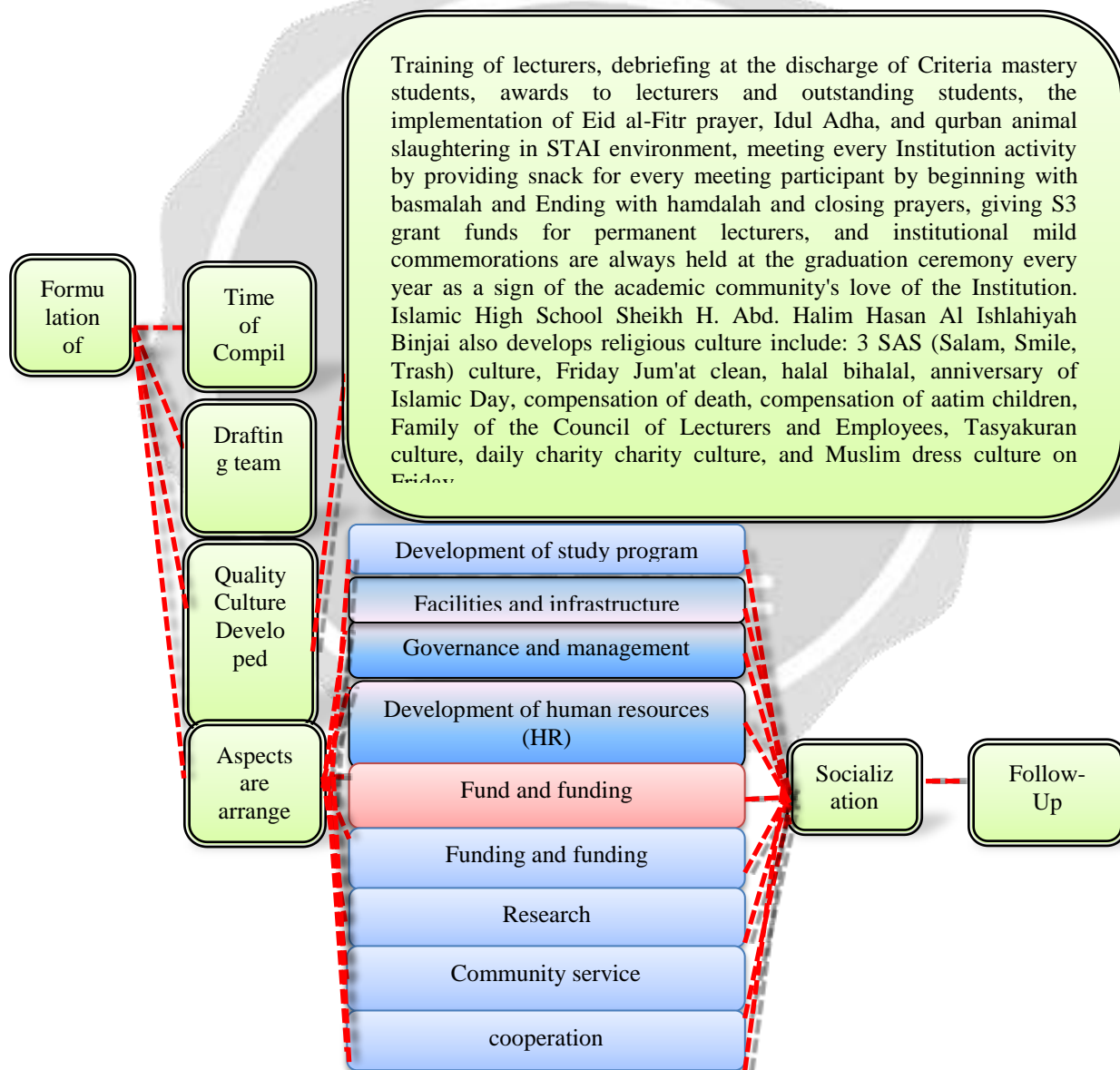


Fig-4:Steps for Formulating a Strategic Plan Evaluation

5. CONCLUSIONS

From the research that has been carried out can be concluded that:

Preparation of strategic plan in the development of the culture of education quality in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai conducted in a joint meeting. Then form a committee drawing Strategic plan by involving all academic community. The preparation of strategic programs, namely the development of study programs, facilities and infrastructure, governance and management, human resource development, funding and financing, quality assurance, research, community service, and cooperation by developing the culture of education quality, : Training of lecturers, debriefing at the release of criteria mastery students, awards to lecturers and outstanding students, the implementation of Eid al-Fitr prayer, Idul Adha, and qurban animal slaughtering in STAI environment, meeting every Institution activity by providing snack for each meeting participants by beginning with Bismillah And ending with Havdalah and closing prayers, giving S3 study funds for permanent lecturers, and institutional mild commemorations are always held at the graduation ceremony every year as a sign of the academic community's love of the Institution. Islamic High School Sheikh H. Abd. Halim Hasan Al Ishlahiyah Binjai also develops religious culture, including: culture 3 SAS (Salam, Smile, Garbage), Jum'at culture clean, halal Bihalal, anniversary of Islamic Day, compensation of death, compensation Children of yatim, culture there is a family of Lecturers and Employees Council, Tasyakuran culture, daily charity culture, and Muslim dress culture on Friday conducted through coordination meeting with Strategic Plan Compiler Team. After all the strategic plans have been finalized, the next step is to socialize them to stakeholders, the academic community, and public and private institutions in order to participate in the success of the established strategic plan.

Implementation of strategic plan in the development of culture of education quality in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai adapted to the strategic issues in the organization of higher education that are developing today are: capacity building, Good governance, human resource development, fundraising from various sectors and quality assurance, whose implementation is regulated in the form of division of tasks through the committees. In the execution of strategic plan involving functionaries, some lecturers and academicians to help each other and cooperate in implementing strategic plan covering the development of study program, facilities and infrastructure, governance and management, human resources development, funding and financing, Quality, research, community service, and cooperation by developing the culture of education quality, that is: lecturer training, debriefing of criteria mastery students, giving appreciation to lecturer and student achievement, Eid prayer, Eid al-Adha, and qurban slaughtering in STAI , Meeting every activity of the Institution by providing snack for every meeting participant by beginning with Bismillah and ending with Havdalah and closing prayer meeting, giving S3 study fund for permanent lecturer, and Institute milad commemoration always held at graduation every year as a sign of love of academic community Ika to the Institution.

Evaluation of the Strategic Plan in developing the culture of education quality in Islamic High School Sheikh H. Abdul Halim Hasan Al Ishlahiyah Binjai is done during the execution of the program is in progress or at the end of program implementation to see how far its success. In the Islamic perspective, it is called Muha Sabah that is judging what has been done so far whether it has provided benefits or has not been valued at all. Evaluated things are the development of study program, facilities and infrastructure, governance and management, human resource development, funding and financing, quality assurance, research, community service, and cooperation through coordination meeting with team Strategic plan evaluation. After all the strategic plans have been evaluated, the next step is to socialize them to stakeholders, the academic community, and public and private institutions in order to participate in the success of the evaluated strategic plan for subsequent follow-up actions to improve the next strategic plan.

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