THE PRINCIPAL'S INNOVATIVE STRATEGIES IN PROMOTING THE NEW SCHOOL VISION

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Article Information:	ABSTRACT

Schools' leadership must adapt to the era of societal development and digital technology with all its demands, impacts, and acceleration. One of the inevitabilities is a change in the school's vision. The new vision to become the core values of the school community's daily behavior and performance ethos requires innovative and strategic promotion so that the community can easily recognize, understand, and guide the attitudes and culture of school community interaction in the learning process. This research aims to describe the principal's strategic efforts in introducing a new school vision and the effectiveness of the publication media used in recognizing the vision at UPTD SPF SMP Negeri 2 Prajekan in 2022/2023. This research approach uses quantitative descriptive with random sampling, amounting to 192 respondents consisting of teachers, administrative staff, school committees, and students through a questionnaire. The research results show that (1). The strategic efforts of the school principal in introducing the school's vision at UPTD SPF SMP Negeri 2 Prajekan received a positive response from the school community with a popularity level of vision reaching 92.2%, vision acronym 90.6, understanding of vision 95.8, and user-friendly 97.4% with an average value of 94% (excellent). (2). The publication media used by the school principal in introducing the new vision of the UPTD SPF school at SMP Negeri 2 Prajekan proved effective with an average score of 97.17% (perfect) based on a criterion-referenced evaluation.

INTRODUCTION

Schools as educational institutions generally have a vision as their long-term goal towards quality schools. One of the strategic formulas is to have a clear vision and mission. It is a moral image and abstract imaginative picture of the school that contains specific values,

motivation, and spirit that will be concretized in the future. The collection of values and spirits is the result of the aspirations and inspiration of the school community, which is agreed upon and becomes the basis for carrying out the school's function as an educational institution, namely the cognitive function to educate, emotional to motivate, and organizational to coordinate the school's vision figuration is generally in the form of a series of words or specific sentences that describe the ideals or spirit of the future to be achieved. Vision as an excellent school ideal must be introduced and communicated massively and intensely so that all school members can understand the ideals in the vision. Vision is a determining factor and a source of reference for the work ethic of school members. Its existence is part of the school's efforts to realize a quality education process, and the vision is one of the determining factors. The success of a quality school can be determined by several factors, namely a relevant and flexible curriculum that is in line with the times, a clear vision, mission, and strategy, a conducive school climate, an assessment of strengths and weaknesses, effective communication both internally and externally, and the involvement of parents and the community.(Holisoh et al., 2023)

Ideally, all school members should understand their school's vision well, motivating their daily behavior in their primary educational duties. However, the school vision is often just a display and written in a document to complete the school administration. The school vision is considered less urgent, so most school members are ignorant, and the school's attention to the socialization and introduction of the vision still needs to be improved. School meetings and gatherings mainly discuss funding rather than achieving the school vision. This has led to the assumption that the school vision is a formality.(Kurniadi, 2016) In fact, the vision is a determinant of the direction and footing of school quality that will be realized in the future. Another issue that causes the vision to receive less attention is that schools rarely measure the achievement of their vision because they focus more on the cognitive aspects to fulfill the community's demand that student competence be measured by high and low scores. (Kurniadi, 2016)

Three things cause the lack of recognition and understanding of the school vision: firstly, the school, especially the principal and school management, needs more publicity. Second, the vision differs from the school community's values and culture. Third, the school's vision is outside its potential and resources, making it difficult to realize. Fourthly, the vision statement is long and wordy, so it takes time to explain the core of the vision. Thus, it is necessary to benchmark the core values of the vision introduced to the school community in order to improve school performance with several strategies, namely adjusting the school's vision, mission, and objectives, analyzing the strategic environment, determining benchmarking topics, determining superior institutions for benchmarking purposes, and forming a benchmarking team.(Fitriana,2023)

The principal, as the top leader, needs to make strategic implementation efforts in communicating the school vision so that it is known and well understood by all school components. Therefore, a principal must be able to personify himself as a communicator in his strategic interactions. (Fullan,2001) In addition to being a communicator, the principal needs to innovate in his communication interactions so that the messages contained in the new school vision reach the recipient well and on target. This indicates an effective principal's managerial competence: the principal's ability to socialize the school's vision and mission. Click or tap here to enter text.

Various methods and techniques need to be adopted by school principals in order to internalize the values of the vision to the school community so that there is a cultural transformation through the achievement of the vision. The principal's strategic efforts through various methods and techniques aim to strengthen and improve school culture. The pattern and form can be in the form of bureaucratic policies and other mechanisms to stimulate and strengthen cultural change, communicating culture, norms, and values by using symbols to express cultural values. (Fullan,2001) The ultimate goal is effective principal leadership with quality school indicators through vision formation, which includes formulating a vision together with school members, commitment to the school's vision, mission, and goals, the ability to maintain a strong vision, and creating a conducive learning climate. (Umroniyah,2020)

A leader needs to talk repeatedly about the new vision of the school so that the school community can capture the message as the organization's or institution's core values. The core values are to give spirit to the activities of the organization. The core values ultimately become the core beliefs of the truth of the vision. The belief in the truth of the vision that grows from the individuals of the school community and becomes shared beliefs depends on the media or instruments of communication and publication used. The principal's strategic innovation in introducing the school vision needs to be to prepare the school vision and mission in writing, displayed at the front entrance of the school room; this vision and mission must be socialized to teachers, administrative staff, students, and even to parents, and prepare supporting facilities and infrastructure. Communicating the school's vision by mobilising all human and infrastructure resources is necessary to build the school's desired image, which is contained in the new vision of the school. The principal must implement a precise and innovative vision and mission in every school program, communicating the vision with teachers and staff to build a good school image. Social media and Instagram are used as school branding media to build a good school image. (Laelatuzzahro,2023)

The principal must rely on more than verbal communication to introduce the new school vision; it needs the support of specific media components or instruments to communicate the school vision effectively. Thus, the purpose of vision is to stimulate action and achieve results. Suppose the vision is to shape the future and drive action. In that case, leaders and other school personnel must communicate it widely, consistently, and continuously until it becomes an integral part of the school culture. (Lick, et al.,2014) Effective principals must be based on the idea that effective principals can generally be observed from their commitment to the school vision in carrying out their duties and functions and making the school vision a guideline for managing and leading the school.(Aisyah,2019)

In communicating the new school vision that contains core values and core beliefs, the principal must cooperate with education staff, students, parents, school committees, and stakeholders. This cooperation is essential to foster unity of perception and mindset of the school community towards a better change. A good vision does not lie in a series of words and sentences but rather in the support and opportunities for all school members to participate and contribute to a shared work ethic towards better school change. Vision and work ethic are futile unless positive change occurs as a result. (Bainbridge,2007) Therefore, principals are required to master conceptual skills (ability to analyse, reason, concept formation), human relations skills (communication skills, motivational skills, trust-building skills), and technical skills (ability to apply knowledge, proficiency in using methods, ability to utilize infrastructure) to run effectively and realize effective schools. (Rahayu,2023)

RESEARCH METHODS

The measurement method uses a survey technique by asking several questions and statements about the new vision of SMP Negeri 2 Prajekan with Google Forms. The survey data was analyzed using quantitative descriptive data analysis techniques using the following formula;

$$\text{Score} = \frac{\text{Score acquisition}}{\text{Maximum score}} \times 100$$

The criterion-referenced evaluation guides the positive and negative impacts of the school's communication of the new vision using media or instruments.

Table 1. Criterion-referenced Assessment (CRA)

Point	Criteria	Description
90 – 100	A	Very good
80 – 90	B	Good
70 – 80	C	Fair
< 70	D	Less

RESULTS AND DISCUSSION OF FINDINGS

Vision is linguistically derived from the English word vision, which means sight, visibility, view, dream, or shadow (of a great future). In schooling, a vision can be defined as an optimistic yet realistic dream about what we want our school to be, a preferred future state, and a goal that provides direction. Thus, a school vision is a picture of a pattern of certain future situations and conditions the school wants to achieve.

1. **Vision Characteristics**

A vision as a guide and direction of travel for a school organization or institution must consider its potential, strengths, weaknesses, opportunities, and achievements. The vision should not be based on personal or group desires but on the goals that the members of the organization or institution want to realize together. So that members of the organization or institution feel ownership and responsibility and play an active role in realizing the vision. Vision is not just a display and completeness of the organization or institution. Therefore, the vision must be formulated and made as well as possible to become a source of pride.

The principal and school community need to consider several things so that the vision becomes a reference for changes to be achieved in the future. Firstly, the vision should be imaginable. The vision can give the school community a picture of the organization's future activities. Second, it touches on the long-term interests of all school members (numerical) and all the risks they will face. Third, it can be implemented. The vision contains realistic and achievable goals to be realized, not fantasies. Fourth, focus. The vision must clarify actions

and motivate the initiative of all school members. Policies and decisions made by the school must refer to the achievement of the vision. Fifth, flexible. Allowing each individual in the organization to take the initiative to have alternative responses to changing circumstances. Sixth, communicable. Vision can be easily communicated and introduced through reading, speaking, and memorizing, and it can be explained quickly. (Kotter et al.,2012)

2. Building the Vision

The school vision formulated and created must be based on empirical data of the school and reflect the aspirational values of the school community so that the vision can genuinely be a strategic school direction guide that is easy to implement. Therefore, the elements of building a vision must be strongly characterized by a coherent and powerful statement of what the school can and should do in the next few years. These elements are;

a. Coherent, integrating goals, strategies, and action plans into a complete and recognizable picture of the future of the school and its environment
b. Powerful, to galvanize commitment and motivate performance
c. Emphasises what the school can do, as it needs to be realistic about what the future holds and what it can achieve
d. Clarifies what the school should be, as it should reflect the values and aspirations of school personnel, students and other stakeholders (Lick,2014).

Principals, in their leadership function in building a school vision, must be able to select, synthesize, and articulate a clear, easy-to-understand, passionate, and energizing vision of the future.

There are several strategic things in determining the school vision, namely;

1) Identifying school activities based on the dream to be pursued.
2) Setting a far future direction (foresight). An organization or company that is built is expected to be able to exist for an extended period.
3) Provide a big picture that describes who "we" are, what "we" do, and where "we" are heading. (Rofiah,2021).

Vision occupies a strategic position and function in school management (R. David,2011). The characteristics and values that grow and develop within the school reflect its vision. Concrete steps are needed to highlight the character of the school, namely developing vision and mission statements, analyzing the environment in which the school is located, both internal and external environments, setting long-term goals to be achieved, creating, evaluating, and selecting strategies that are by the existing vision and mission, implementing strategies, evaluating strategies that have been implemented. (Kurniawan,2024) The vision will foster the motivation and character of the school community's performance in line with the dreams that the school expects. Therefore, the school vision must be determined promptly. (Mintzberg,1997) There are at least two dimensions that the school principal must consider in developing a new school vision, namely, first, a sharable vision, which is a picture of the school that provides the direction and strength that drives the change. Second, a shared vision of the change process is accompanied by a plan of game rules or strategies to achieve it. Therefore, the new vision built by the school must be guarded through directions and coordinative instructive policies to become the spirit of the school's daily activities. However, there are several things that school principals should realise in building a new vision for their school: the vision cannot be rushed, it takes time and effort, a shared consensus must be reached, and the involvement of stakeholders is essential. (Bainbridge,2007)

3. Vision Formulation

The formulation of the vision must contain values that guide, direct, and motivate members of an organization or institution in a short and clear statement that is easy to read, known, and understood by members. Several things need to be considered in formulating the vision of a school or organization, namely;

a. The vision must provide guidance/direction and motivation.
b. The vision must be disseminated among the organization's members (stakeholders).
c. The vision can be used in propagating important organizational decisions and actions (Calam et al.,2020)
d. The wording should be 'user-friendly'. In other words, it should be universally understood by using clear and unambiguous language, avoiding esoteric statements, abbreviations, buzzwords, and jargon. It must also be verifiable. (Kurniadi and Sugiyono,2016). In other words, we must demonstrate that writing can be done. While this is somewhat difficult to achieve, it should be a common goal.

The school vision will be a foothold for adaptability in initiating changes for a better future. The vision determines the outline of the strategy. (Mintzberg,1994). The acceleration of the digital technology era into the spaces of human life impacts the turbulence of the value order and character of the school world. A vision is assumed to be strong enough to deal with undesirable changes (Mintzberg,1994). These considerations have made the principal, the management team, and the school community take the initiative to develop a vision. In the school visioning operation, the principal, as the top leader, needs to do the following;

(1) Articulate the goals of the educational institution in the future.
(2) Set a precise time limit.
(3) Orientate to the quality and personality of students.
(4) Involve all members of the institution.

4. Vision Recognition Strategy

Introducing the school vision is the principal's first step in managing educational institutions and creating aspired organizational behavior. The strategic effort of introducing the vision by the principal is the implementation of the main elements of school organization, namely purpose, communication, and willingness. Communication is the power of the organization to connect people's participation to achieve organizational goals through a cooperative system. The principal made several strategic efforts to accelerate the introduction of the new vision of SMP Negeri 2 Prajekan.

a. Developing the vision using the acronym Dedicated, which stands for clean, friendly, leading, digital, piety, and achievement.
b. Juxtaposing the word Dedicated in a speech in direct and digital communication messages of school members through WhatsApp, Telegram, Instagram, Facebook, and the school website.
c. Conducting a yell competition themed on the vision of SMP Negeri 2 Prajekan, which student representatives from each grade level attended.
d. Book label stickers were made for students with the vision of SMP Negeri Prajekan Dedicated, distributed free of charge to all students.
e. Include the word Dedicated on student sports shirts.
f. putting the word Dedicated on the display at school.
g. Setting the yell of SMP Negeri 2 Prajekan Dedicated (clean, friendly, leading, digital, piety, and achievement).

In addition to the principal's strategy, the principal also uses media to communicate the vision of SMP Negeri 2 Prajekan Dedicated (clean, friendly, leading, digital, piety, and achievement), namely conventional and digital.

5. Digital media
(a) Website smpn2prajekan.sch.id
(b) Facebook
(c) Instagram
(d) Whatsapps
(e) Telegram
(f) You tube channel
(g) Email

The implementation of strategies and media in communicating the school's new vision can be measured by several indicators of its familiarity, namely popularity, acronyms, understanding, and user-friendliness.

Popularity of the vision

The principal's strategic efforts to continuously communicate the new vision of SMP Negeri 2 Prajekan at every opportunity boosted the popularity or familiarity of the new vision of SMP Negeri 2 Prajekan with the level of popularity, reaching 92.2% who stated that they knew and 7.8% who stated that they did not know.
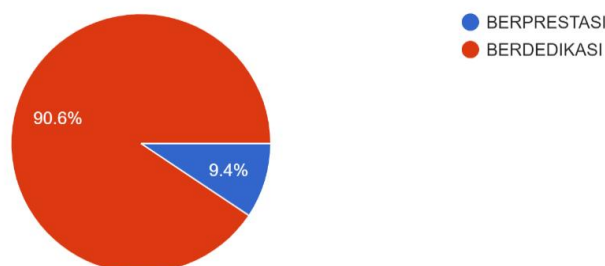
Graph 1. Popularity of School Vision
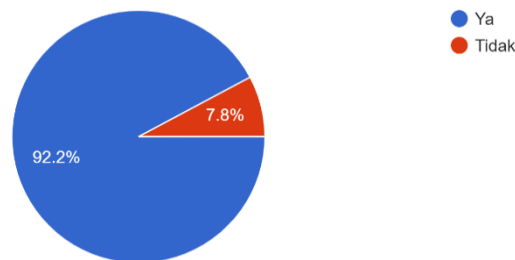
Vision acronym

The principal's strategic policy of drafting the vision of SMP Negeri 2 Prajekan as an acronym received a very good response from the school community: 90.6% answered dedicated, and 9.4% answered outstanding.

Grafik 2. Akronim Visi Sekolah

Understanding the vision

The principal's strategic policy by including a series of explanatory words for the acronym of SMP Negeri 2 Prajekan BERDEDIKASI's vision (clean, friendly, leading, digital, pious, and outstanding) makes the vision easy to understand by the school community 95.8% stated that they understood and 4.2% stated that they did not understand.
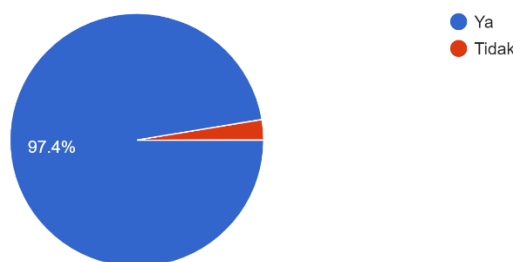
Grafik 3. Pemahaman Visi Sekolah
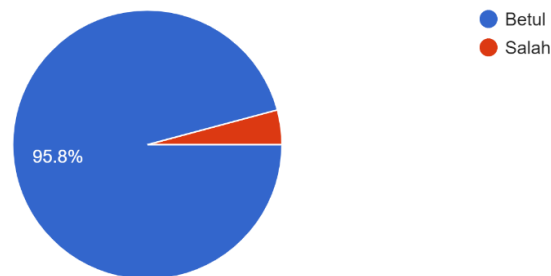
User friendly

One of the principal's strategic efforts to make the vision easy to remember and memorize is to make it user-friendly. The results of the data analysis show that 97.4% stated that the new vision of SMP Negeri 2 Prajekan is easy to remember and memorize, while 2.6% stated otherwise.

Grafik 4. Visi Ramah Pengguna

The use of media in introducing the new vision of SMP Negeri 2 Prajekan in the odd semester of the 2022/2023 academic year is measured using conventional and digital media.

1) Conventional media

Table 2. Use of Conventional Media to Introduce the School Vision

No	Indicator	Total number of respondents	Total (%)
1	Display	85	44,3
2	Pin	143	74,5
3	Stickers	70	36,5
4	Sports T-shirts	143	74,5
5	Calendar	141	73,4
6	Verbal greetings	61	31,8

| 7 | Yell | 125 | 65,1 |

Based on the data analysis on each conventional media used by the principal in his efforts to introduce the new vision of the State Junior High School so that it is easily read, known, and understood, it gets a diverse response from the school community, namely the vision display of 44.3%, vision pin 74.5%, sports t-shirt 74.5%, sticker 36.5%, calendar 73.4%, verbal speech 31.8%, and school yell 65.1%. Of 7 conventional media used by principals, three conventional media got a fairly good response from the school community, namely vision pins 74.5%, sports shirts with vision 74.5%, and school calendars 73.4%.

Graph 5. Use of Conventional Media to Introduce the School Vision
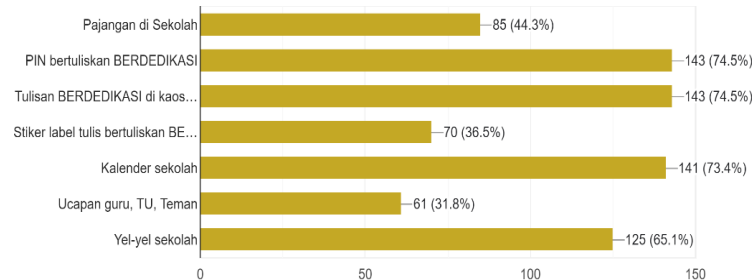

2) Digital media

Table 3. Use of Digital Media to Introduce the School Vision

No	Indicator	Total number of respondents	Total (%)
1	Website smpn2prajekan.sch.id.	133	69,3
2	Facebook	84	43,8
3	Instagram,	103	90,1
4	Whatsapp	105	54,7
5	Telegram	50	26
6	Channel youtube.	165	85,9
7	Email	58	30,2

Based on data analysis on each digital media used by the principal in his efforts to introduce the new vision of the State Junior High School so that it is easily read, known, and understood, it gets a diverse response from the school community, namely the school website smpn2prajekan.sch.id. 69.5%, Facebook 43.8%, Instagram 90.1%, Whatsapp 54.7%, Telegram 26%, youtube channel 85%, and email 30.2 A total of seven digital media used by the principal, three digital media got a good response from the school community, namely Instagram 90.1%, youtube channel 85.9%, and school website 69.5%.

The principal's efforts in introducing the new vision of SMP Negeri Prajekan in the odd semester of the 2022/2023 academic year through digital media are graphically shown below.

Graph 6. Use of Digital Media to Introduce the School Vision
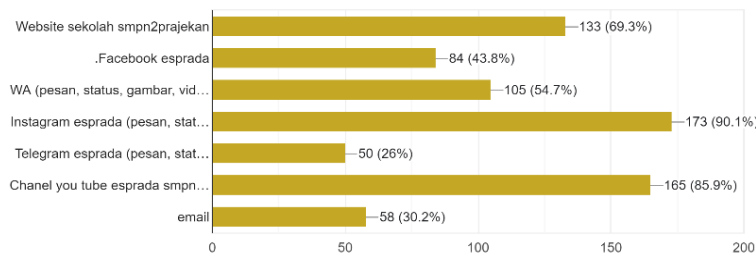
Some of the principal's strategic efforts in introducing and publicizing the new vision of the school so that the new vision is easily recognized, understood, and supported by the school community are;

1) Acting as a communicator

The principal acts as a communicator in his efforts to introduce and publicize the school vision by using various media or instruments so that information is repeated and the school vision is recognized. The principal's role proved effective in introducing and publicizing the new school vision, with a popularity rate of 92.2%.

2) Drafting the vision with acronyms

The principal's decision to draft the vision as an acronym for easy recognition is the right policy. The data analysis results show that 90.6% of the school community knows the school vision in acronym format.

3) Understanding the vision

The vision, arranged in the form of the acronym word dedicated by placing and juxtaposing a row of explanatory words clean, friendly, leading, digital, piety, and achievement, is easier for school members to understand. The results of the data analysis show that 95.8 school members stated that they understood it.

4) User-friendly

A school vision that is easily recognized by the school community should be user-friendly in spelling and reading so that it appears familiarly heard and lightly spoken. The results of data analysis show that 97.4 stated that it is easy to read and memorize.

The four strategic efforts of school principals above to introduce the school vision in each indicator fall into the excellent category based on the criterion reference assessment (PAK). The overall strategic efforts made by the principal, with an average of 98.5, is an outstanding category.

Table 4. Strategic Efforts to Introduce the School Vision

No	Indicator	Total (%)
1	Popularity	92,2
2	Acronym	90,6
3	Comprehension	95,8
4	User-friendly	97,4
	Average	98.5

The use of media in introducing the vision of SMP Negeri 2 Prajekan in the 2022/2023 academic year is divided into two parts: conventional and digital media.

Table 5. Use of Conventional Media

No	Media	Total (%)
1	Dedicated pin	74,5
2	Sports t-shirt	74,5
3	Calendar	73,4
Average Amount		78.33

Based on the results of the online survey through Google form in the table above, there are three media or instruments that are the choice of respondents, namely dedicated pins 74.5% (sufficient), sports shirts with the school vision written on the back 74.5% (sufficient), and annual calendars printed by the school 73.4% (sufficient). On average, the respondents' score on the tendency to choose conventional media is 78.33%, which is in the sufficient category (70-80) based on criterion-based assessment (PAK).

Table 6. Use of Digital Media

No	Media	Total (%)
1	Instagram	90,1
2	You tube	85
3	School website	69,5
Average Amount		83.33

Based on the results of the online survey through Google form in the table above, the three top digital media are the choice of the school community in knowing the school vision: Instagram at 90.1% (perfect), YouTube channel 85.9% (good), and school website 69.5% (less). The overall average value is 83.33%, with a good category based on criteria-based assessment (PAK) set by the researcher.

The following table shows the school community's tendency to choose conventional and digital publication media as an instrument to recognize the new vision of SMP Negeri 2 Prajekan School.

Table 7. Use of Conventional and Digital Media

No	Conventional	(%)	Digital	(%)
1	Breedists pin	74,5	Instagram	90,1
2	Sports t-shirt	74,5	You tube	85
3	Calendar	73,4	School website	69,5
Average Amount		78.33		83.33

Based on the results of data analysis on the use of both media for the introduction of the new vision of the SMP Negeri 2 Prajekan school, school community members as respondents are more likely to use digital media with 83.33% than conventional media, which is 78.33%.

Measurement involves combining the results of conventional and digital media measurements to determine the overall impact of using media variants. The results of the data analysis are shown in the following table.

Table 8. Use of Publication Media

No	Media	Jumlah (%)
1	Conventional	78.33
2	Digital	83,33
Average Amount		97.17

Based on the results of the combined data analysis on the use of the two categories of media or instruments used by principals in their efforts to introduce and publicize the new school vision, a score of 97.17% was obtained, which is included in the outstanding category based on criterion-based assessment (PAK). This shows the positive impact of using media or instruments principals use in introducing the school vision at SMP Negeri 2 Prajekan.

The excellent result (97.17) of using media or instruments to introduce the new school vision of SMP Negeri 2 Prajekan is similar to the strategic efforts made by the principal, which is 98.50 in the excellent category. This shows that there is a match and mutual support between the strategic efforts made by the principal and the use of media or publication instruments.

6. Supporting and inhibiting factors

There are several supporting and inhibiting factors experienced by the principal when implementing strategic efforts and using publication media in introducing the new vision of SMP Negeri 2 Prajekan, namely;

a. Supporters
1) The principal's decision to set the school vision in the form of acronym diction has a positive impact on introducing a school vision that is different from the vision of other schools in general.
2) The short text of the vision, with a series of explanatory words, makes it easier for the school community to understand the vision's content quickly.
3) The variety of media or instruments used in publications is diverse and easily accessible, making it easier for school members to obtain information on the new school vision from various sources.
4) The principal is blessed by the Good support and cooperation of the principal, management team, and school community in introducing the new school vision.

b. Barriers
1) Determination of the school vision yell
   The determination of the typical yell of SMP Negeri 2 Prajekan, themed on the new vision, has yet to go well. The school vision yell needs to be implemented more intensely and continuously in the daily activities of teachers and students.
2) Display of the vision

The vision displays in the school lobby, SSK (population alert school) corner, library, canteen, promotional banners, and classrooms do not attract the attention of the school community; the vision writing needs to be larger with contrasting colors.

3) Student book label stickers

Student notebook label stickers are less effective as a media for vision publication, and the writing of the new school vision is not clear and large.

4) Verbal speech

The verbal utterance of the word Dedicated in every event and daily activity of the school only gets a small portion in a series of sentences communicated by teachers and education personnel.

5) Juxtaposing the word Dedicated in digital messages

Juxtaposing the word Dedicated in every digital message in WhatsApp, Facebook, email, and Telegram is less effective because it is not done intensely and continuously.

CONCLUSIONS

The principal's strategic efforts in introducing the new vision of SMP Negeri 2 Prajekan obtained a positive response from the school community. The level of vision popularity reached 92.2%, vision acronym 90.6%, vision understanding 95.8%, and user-friendly 97.4%, with an average score of 94% (very good).

The publication media or instruments used by the principal in introducing the new school vision of SMP Negeri 2 Prajekan had a positive impact with an average score of 97.17% (perfect).

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