Condition Analysis and Strategic Plan for Z Theological College

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Abstract

This research is a case study on the "Z" Theological College (ZTC) with the objective to formulate a strategic plan. Based on the review of the strategic management literatures, this study analyzes the Strength, Weakness, Opportunity and Threat (SWOT), identifies the identity of the ZTC, its stakeholders, and their expectations in order to develop a strategic plan. The results of this research are actualized in models of teh school's vision, mission, goals, strategic plans, and operational plans.

Keywords: *Strategic Plan; SWOT Analysis; Institutional Identity; Stakeholders' Interest*

Introduction

The era of globalization requires universities both public and private must have a strategic plan and objectives to be achieved. The main object of strategic planning is to achieve goals in the future, especially directed at the target long-term goals. Strategic management activity is transforming planning into a system that provides strategic performance feedback on decision-making and incorporating development planning, and other changing circumstances (Maleka, 2014). Strategic planning will help universities anticipate and respond to change wisely and effectively (Sart, 2014).

Higher education, as an education industry, must be flexible in responding to market needs and changes. The demands of market's need and the order of life in society have undergone rapid and complex changes. This is a consideration in making strategic plans and achieving the goals of higher education so that the quality of education services can be achieved and universities becoming more competitive. According to Vas and Koruth (2013), universities need to reorganize their operations and asset bases while incorporating new teaching and learning delivery mechanisms, organizing multiple channels to diffuse onto the market, and managing stakeholder expectations for increased impact.

As a tertiary institution, the Z Theological College (ZTC) is a theological education body established in 2007. Like colleges in general, the ZTC also faces problems such as: maintaining quality education, sustaining facilities, developing knowledge, preserving the effectiveness of education, managing tuition, and educating the unemployed. These problems must be overcome. This is a challenge for theological schools, because the cost of providing education is relatively high. On the other hand,

theological schools deal with a tendency towards commercialization of knowledge, because knowledge considered as a commodity to generate profits (Beyers, 2016).

ZTC is a college managed fully under a certain local church in Central Java. Both its technical and financial affairs are directed by the church's management. As a result, ZTC has little autonomy in terms of its technical and financial management. Apart from that, there is also a need to advance the accreditation status of the college to gain more support and prestige in society. In its circumstance, higher accreditation status equals a better chance for publicity and a promising assurance for more students to apply. With its close ties with the church; having no apparent practical authority, has been hindering the college to progress in its aspiration. To realize this notion, the ZTC needs to formulate proper planning and strategies. These hopes and expectation must be fulfill, especially with strategic plan which is one of the important management tools to help organizations deal with various aspects of environmental change to fight competitors and gain competitive advantage (Alosani , Yusoff , & Al-Dhaafri , 2020).

The purpose of this study is first, to determine the current managerial condition of ZTC, and second, to analyze the appropriate strategic planning that can be defined upon that managerial condition. The college's Constitutional Strategic Planning (CSP) provides the college current state of affairs regarding its institutional insight and circumstances, which are later used to decide the effective strategy devoted to benefit the development of Theological Education area of study. It is also used to reciprocate and anticipate changes that directly affect the college's continuity and legacy.

Literature Review

Strategy Management

Strategy management is used by organizations to deal with challenging situations, especially when economic turbulence occurs, problem complications, and environmental threats. In the past, organizational success can be determined through internal functional considerations and efficiency measures. Although internal operational efficiency is very important, adapting to changing environmental conditions is believed to be the key to success.

Strategic management studies emphasize the analysis of monitoring and evaluation of opportunities, and the constraints of external factors, along with an analysis of the strengths and weaknesses of the company's internal factors. Strategic management is a set of managerial decisions and actions that determine a company's long-term performance (Wheelen & Hunger, 2012: 5). Strategic management includes environmental scanning (both internal and external), strategy formulation (strategic planning and long-term planning), strategy implementation (strategy implementation), evaluation, and control (evaluation and control).
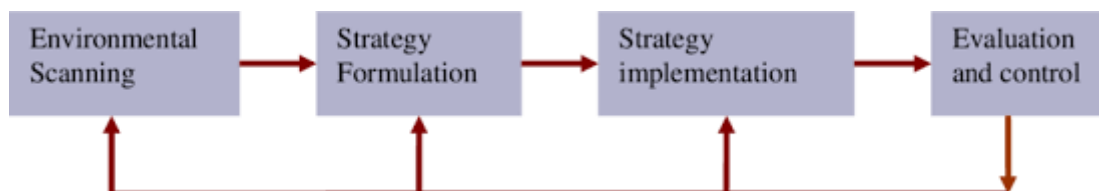

Figure 1. Basic Elements of Strategy Management
Sources: Wheelen and Hunger (2012: 15)

The first element, namely Environmental Scanning, is monitoring, evaluating, and disseminating information from the external and internal environment. The second element, namely the Formulation of Strategy is the development of a long-term plan for effective management of the environment of opportunities and threats, taking into account the strengths and weaknesses of the company. This includes defining the company's mission, determining the goals achieved, developing strategies, and setting policy guidelines. The third element is implementing a strategy that has been made.

The fourth element, Evaluation, and Control is the process by which the results of the company's activities and performance are monitored so that the results of actual performance can be compared with the expected performance results. Managers at all levels use the results of performance information to correct and resolve discrepancies in expected and actual performance. Although evaluation and control are the main elements in strategic management, evaluation and control can also show weaknesses in strategic plans that have been implemented previously. Thus evaluation and control can stimulate the entire organizational process to start over.

SWOT Analysis

SWOT is an acronym that is used to describe Strengths, Weaknesses, Opportunities, and Threats that are the strategic factors for a particular company. SWOT analysis should not only result in the identification of a specific competency of the corporation but also defining the certain capabilities and resources that the company has to be applied to the analysis. It also used in identifying opportunities that the company is currently unable to take advantage of due to a lack of appropriate resources. SWOT analysis is a situational analysis. According to Kotler and Armstrong (2008: 64) SWOT analysis is a comprehensive assessment of the strengths, weaknesses, opportunities, and threats to a business entity that can be used to develop several possible alternative strategies.

Another way to call a SWOT analysis is a TOWS analysis that illustrates how external factors (opportunities and obstacles) can be harmonized with internal factors (strengths and weaknesses) to produce four possible alternative strategies (Wheelen & Hunger, 2012: 182). Figure 2 features an alternative strategy and develop companies according to their business strategies.

Figure 2. TOWS Matrix
Source: Wheelen and Hunger , 2012: 182

Research Method and Thinking Framework

This research is a case study with a qualitative approach, which is a descriptive study. Using the analysis of processes and meanings (subject perspective) so that the results of this study may only apply to the object under study and at a certain time. Qualitative research is research that uses methods such as participant observation or case studies that produce narratives and descriptions (Parkinson & Drislane, 2011). Qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behaviors.

According to Hinton (2012: 9), the compilation of the strategic planning framework of higher education includes the foundation (mission statement), supporting components (values, institutional goals, vision), and strategic planning (objectives and strategy implementation). Using Wheelen and Hunger's (2012) strategic management model the preparation of a strategic plan considers the external and internal factors included in the SWOT analysis. In reality, strategic planning must consider the role of stakeholders (internal and external), because there are emerging stakeholder interests that focus on solving strategic management problems with decision-making processes and negotiations with various parties (Bonnafous-Boucher & Rendtorff. 2016). The preparation of this strategic plan combines the three opinions about.

Data collection for research and strategic planning (strategic planning) is carried out by interview, observation, and documents. The process and plot of the strategic planning are as shown in Figure 3 as featured in the following.
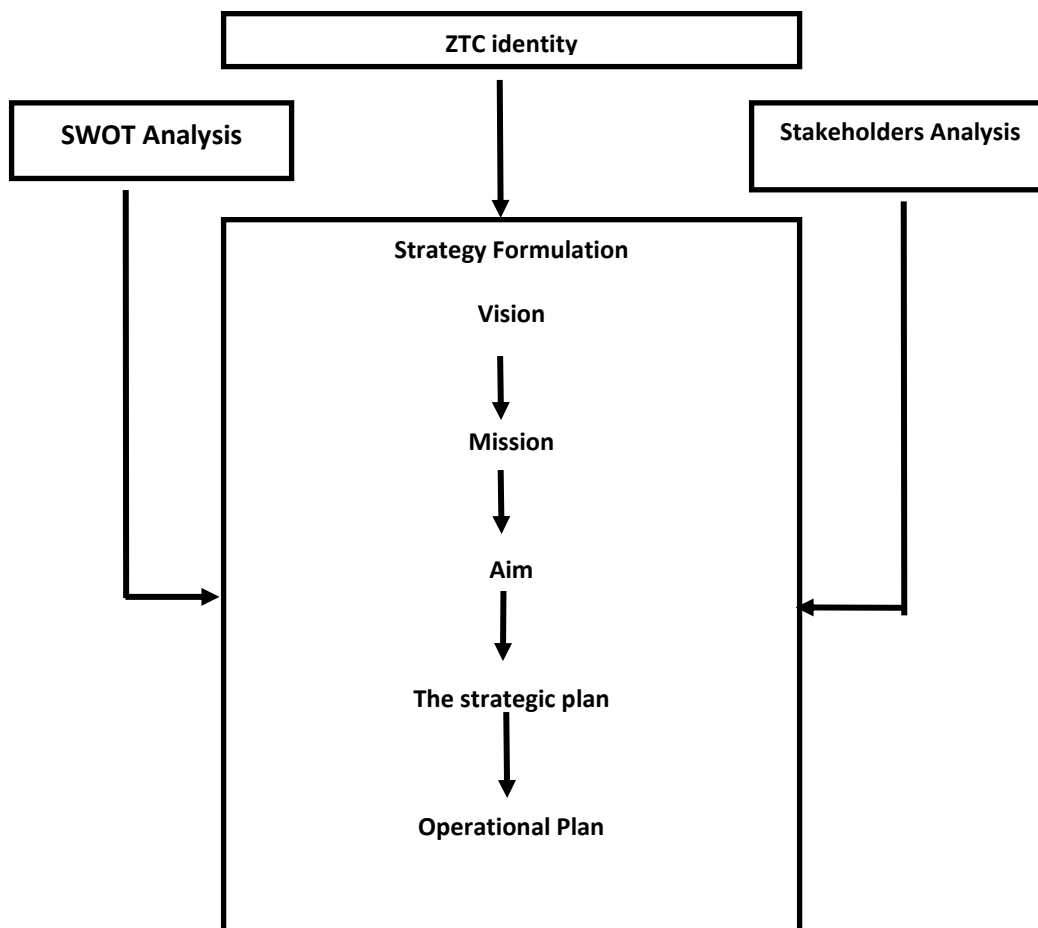

Figure 3 . Strategic Plan Formulation Framework

Results and Discussion

The Institutional Identity of the ZTC

The Z Theological College is a tertiary institute of higher theological education. Based on Law No. 12 of 2012 concerning Higher Education article 1 paragraph (1), Higher Education is the level of education after secondary education which includes diploma programs, undergraduate programs, master's programs, doctoral programs, and professional programs, as well as specialist programs, which are organized by universities based on culture Indonesian nation. Based on article 4, Higher Education, such as the ZTC must fulfill the following requirements:

1) Developing the ability and shape the character and civilization of a dignified nation in the context of the intellectual life of the nation;

2) Developing an innovative, responsive, creative, skilled, competitive, and cooperative Academic Community through the implementation of Tridharma; and

3) Developing Science and Technology by paying attention and applying the value of Humanities.

Based on the above provisions, institutionally the ZTC has the following identity:

1. As a higher education institution as regulated in Law No.12 of 2012 concerning Higher Education.

2. As a Christian educational institution that has a relationship with God and the church in the Lord Jesus Christ.

3. Able to produce qualified and charactered Christ workers.

4. Its existence is recognized by the Government of the Republic of Indonesia based on data from the Christian Guidance Ministry of Religion of the Republic of Indonesia.

5. Its membership is recognized both locally (by the Bethel Education Association) and internationally (by Pentecostal Theological Seminary).

The stakeholders of ZTC

As an institution that stands in a certain area and community, ZTC stakeholders consist of 1) Government of Indonesia (Ristekdikti), 2) the governing local Church, 3) the Bethel Education Association, 4) Pentecostal Theological Seminary, 5) the Organizing Board of Pelita Nusantara Kasih Foundations, 6) the ZTC Management/officials, 7) Lecturers of ZTC, 8) Administrative Staff of ZTC, and 9) the students of ZTC.

ZTC Stakeholders Expectations / Expectations

1. Government of the Republic of Indonesia, Ministry of Research and Technology: The implementation of educational activities runs well according to established standards.

2. Local church: ZTC can print workers for the church.

3. Bethel Education Association and Pentecostal Theological Seminary: Coordination, implementation, synchronization, and simplification of governance and work procedures at the membership level.

4. The Organizing Body of the Pelita Nusantara Kasih Foundation: ZTC can attract congregational and community interests to become students. ZTC conducts teaching and learning activities that are continuity and have quality graduates.

5. ZTC management/officials: ZTC is independent and developing, can improve accreditation and can compete with universities in general.

6. Lecturer: Welfare, personal development, and a supportive academic climate.

7. Administrative Staff: Welfare, self-development administrative staff, and a conducive work climate.

8. Students: Get knowledge, self-development, become a person who better understands Christianity, and get an official diploma that is expected to be able to bring graduates to good jobs.

Internal Factor Identification and Analysis

The identification of internal factors consists of strengths and weaknesses in this study consisting of 9 (nine) question items. The Likert scale is used to measure answers to questions. Answers include Very Low (SR) value of 1; Low (R) value 2; Average (RR) value of 3; High (T) value 4; and Very High (ST) value 5.

Respondents or resource persons are four lecturers (structural officials and ordinary lecturers) and one employee (R1 - R5). The results showed that strengths had a value of 63.56% and weaknesses of 36.44%

Table 1: Internal Factor Questionnaire Analysis

NO	QUESTION	Q1	R2	R3	Q4	Q5	Average	%Strength	%Weakness	HASIL
1	How is the name ZTC well known in the local church's congregation in the central city and all branch cities?	4	5	3	5	5	4,4	88.00%	12.00%	S
2	How does the top layer still intervene in making the layers below? [R]	1	1	2	1	2	1,4	28.00%	72.00%	W
3	What is the level of multiple tasks that can reduce the efficiency and effectiveness of	1	1	2	2	3	1.8	36.00%	64.00%	W

	work? [R]									
4	How is the information system understood by HR of ZTC ? [R]	2	2	3	2	3	2,4	**48.00%**	**52.00%**	**W**
5	What is the level of employees and lecturers who have the capacity and capability to carry out their tasks?	4	5	4	3	4	4	**80.00%**	**20.00%**	**S**
6	Does it have enough land for development?	4	4	3	5	5	4.2	**84.00%**	**16.00%**	**S**
7	Is leadership acceptable / followed?	3	4	3	4	4	3,6	**72.00%**	**28.00%**	**S**
8	How can financial capabilities from the support of foundations, donors, and students be a source of funds for the sustainability of the institution?	5	5	5	5	4	4,8	**96.00%**	**4.00%**	**S**
9	How do you understand the vision, mission, and goals of the study program: lecturers, staff, and students?	1	2	2	3	2	2	**40.00%**	**60.00%**	**W**
Total Average Internal Factors								**63.56%**	**36.44%**	
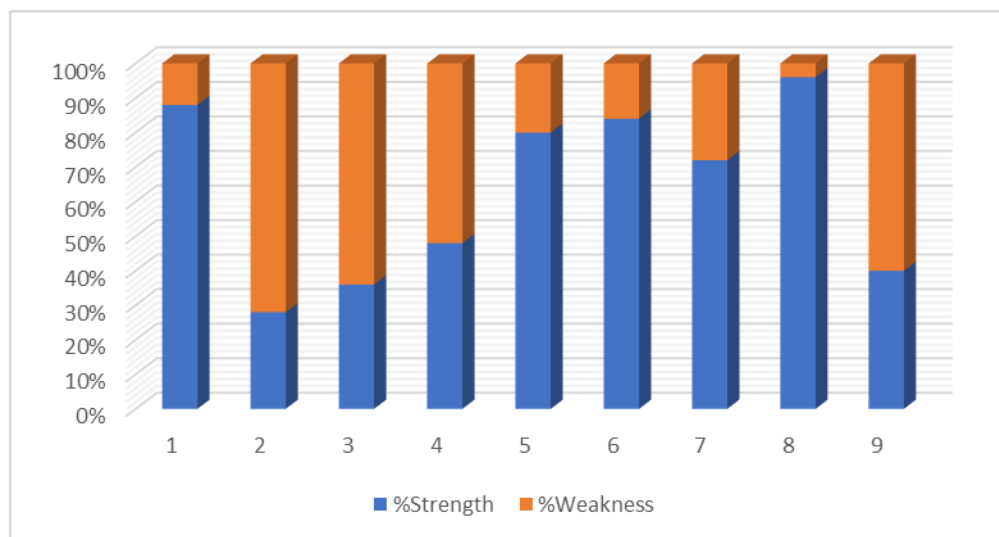
Figure 5 . Internal Factor Diagram

Table 2; Internal Factors

No	Internal Factors	S.	W		Strength		Weakness
1	Brands	■		S1	The name ZTC is well known among the members of the local Church in the central city and all branch cities.		
2	Strategy		■			W1	The top layer is still intervening in making the layers below
3	Structure		■			W2	Several tasks are duplicate, so as to reduce the efficiency and effectiveness of work.
4	Information Systems		■			W3	The new information system is mastered / understood by a small percentage of ZTC's HR
5	HR	■		S2	Has a number of employees and lecturers who have the capacity and capability to carry out their duties		
6	Organizational	■		S3	Having enough land for development		
7	Managerial Style	■		S4	Leadership can be accepted / followed		
8	Finance	■		S5	Financial capability supported by foundations, donors, and students who are a source of funds for the sustainability of the institution.		
9	VMV Shared		■			W4	Unequal understanding of vision, mission, and goals among study programs: lecturers, staff, and students

Identification and Analysis of External Factors

　　　　Identification of external factors consist of chance (*opportunity*) and challenges (*challenge*) in this study consists of nine (9) items of questions . The Likert scale is used to measure answers to questions. Answers include Very Low (SR) value of 1; Low (R) value 2; Average (RR) value of 3; High (T) value 4; and Very High (ST) value 5.

　　　　Respondents or resource persons are four lecturers (structural officials and ordinary lecturers) and one employee (R1 - R5). The results showed that the odds have value 67.11% and challenged early with a value of 32.89%.

Table 3: Analysis of the External Factor Questionnaire

NO	QUESTION	R1	R2	R3	R4	R5	Average	%opportunity	%challenge	HASIL
1	How does the degree of higher education competition affect the ZTC ? [R]	2	3	3	2	2	2,4	48.00%	52.00%	C
2	What is public awareness about the importance of theological education?	4	3	3	3	4	3,4	68.00%	32.00%	O
3	How about the ZTC standard based on the government's department of education's standards?	2	1	2	3	2	2	40.00%	60.00%	C
4	What is the level of interest of participants and prospective students in theology?	3	4	3	4	5	3.8	76.00%	24.00%	O
5	How to increase the needs of ministers and workers in churches and Christian institutions?	3	4	3	5	5	4	80.00%	20.00%	O
6	How do the levels of ZTC deal with security situations in the community?	2	3	2	2	3	2,4	48.00%	52.00%	C
7	What is the economic capacity to finance education in Christian communities?	3	4	3	5	5	4	80.00%	20.00%	O
8	What is the level of consideration of the acceptance of institutions /	3	4	3	4	5	3.8	76.00%	24.00%	O

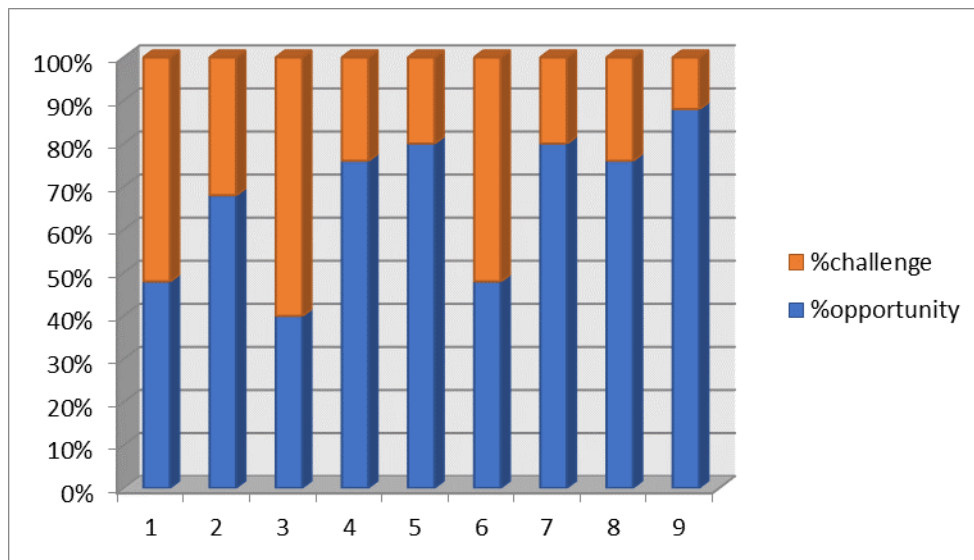|									
	companies in Indonesia to the academic degree?								
9	How can information and communication technology potentially facilitate promotion and service?	4	4	4	5	5	4,4	**88.00%**	**12.00%**	**O**
Total Average External Factors								**67,11%**	**32,89%**	

Figure 6 . External Factor Diagram

Table 4:Analysis of the External Factor Questionnaire

No	External Factors	O	C		Opportunity		Challenge
1	Competitors					C1	There are several similar theological colleges in the city of Surakarta
2	Public			O1	The Christian community is aware of the importance of theological education		
3	Government Regulations					C2	Does not meet 100% of government regulations standards in order to have good accreditation

4	Market Conditions			O2	Interest in high school, vocational school graduates and those working following theological education		
5	Market Demand			O3	Increasing the needs of ministers and workers in churches and Christian institutions		
6	Security situation					C3	Minorities are prone to discrimination
7	Social situation			O4	Increased economic ability to finance education in Christian communities		
8	Cultural situation			O5	Institutions / companies in Indonesia are still considering academic degrees		
9	Technology advances			O6	Information and communication technology makes promotion and service easier		

Strategic Issues

Based on the results of the identification of strategies from the analysis of strengths, weaknesses, opportunities, and challenges. The ZTC needs to identify strategic issues to formulate a strategy that will take the form of a Strategic Plan to carry out the Mission to achieve the ZTC Vision. A description of the strategic issues is described in Table 5.

Table 5:Description of Strategic Issues

NO	ALL INITIATIVES	PRODUCT	TARGET	Functions / units Required	KPI
1	Maintain a competitive leadership style	Institutional image	A good image of the institution	Theological college	% increase in student numbers
2	Optimize ZTC images				
3	Improve the image of ZTC				
4	Maintaining the image of HR of ZTC	HR image analysis		Quality Assurance	% increase in the number of registrants
5	Increasing the use of technology for better coordination	Technology and information system improvement program	Efficiency and Effectiveness	Tech.Inf and Marketing	% increase in technology usage
6	Optimizing the use of the ZTC information system	Promotion and service program	Broader range of promotions	Marketing	# number of institutions /

	for promotion among Christians		and services		individuals served by the theological college
7	Optimizing land functions	Physical development	The number of buildings increases	Foundation	# of buildings
8	Increase student capacity	Class addition program	Capacity of students Smooth teaching and learning process	Academic and Marketing	# determination of the number of classes
9	Optimizing academic information systems	Academic information system		Academic Affairs	# of information system units
10	Optimize, upgrade and update system information			Technical Unit	Theological college's community satisfaction index
11	Add scholarships	Scholarship program	Client Satisfaction	Student affairs	client satisfaction index
12	Improve ZTC facilities	Facility improvement program	Student Satisfaction	Maintenance	student satisfaction index
13	Increase the number of HR ZTC	Lecturer and employee recruitment program	HR availability	HR	% increase in HR
14	Maximizing facilities to meet accreditation standards	Teaching and learning facilities	Meet the accreditation standards	Academic Affairs	# accreditation B
15	Optimizing the information system for collecting scholarship sources	Donor data information	Get donor information	Student affairs	# number of donors
16	Optimizing information systems analysis of employee needs in a Christian institution.	Job opportunity information	Get information on employment in Christian institutions		# number of graduates accommodated in employment
17	Optimize information systems for the analysis of theological education interests	Analysis of school interests and theological education	Knowing the number of applicants	Marketing	# number of enthusiasts
18	Develop a cadre of church leaders	Leadership development program	Increase the cadre of church leaders	HR	# increase in cadre of church leaders
19	Increase the number of computers and technology usage	Technology improvement program	Improve HR competence	Maintenance and Tech	# of computer units
20	Developing HR of ZTC	HR capacity development program		HR	% increase in HR

21	Improve field practice for ZTC students	Field practice program	Improve the quality of graduates	Academic and Quality Assurance	% increase in graduate quality
22	Improve organizational structure related to technological progress	Organizational improvement program	Efficient and effective organization	Administration	# number of SOPs that are going well
23	Improve organization (restructuring)			Theological college	
24	Optimizing technological progress for internalizing VMV	Academic information system	Understanding of the ZTC's community of VMV	Top Management	Theological community's satisfaction index
25	Increase counseling	Extension program	The introduction of the name " ZTC	Community Service Institution	% increase in community service
26	Increase cooperation with the community	Collaboration program	The introduction of the name ZTC		% increase in collaboration
27	Increase the number of study programs and new faculties	Study development program	Increasing the quantity of teaching	Academic field	# number of study programs
28	Increase ZTC accreditation	Accreditation improvement program	Improving the quality of Tridharma	Academic and Quality Assurance	# accreditation B
29	Increase ZTC promotion	Promotion promotion program	Increased revenue	Marketing	% increase in college revenue
30	Increase confidence in the ZTC brand	Brand improvement program	Growth in interest in studies at ZTC	Marketing and Institution Quality Assurance	# college ranking
31	Increase market segments	Market segmentation program		Marketing	% increase in market segments
32	Defend the brand against competitors	Brand image analysis			# college ranking
33	Optimizing ZTC ads	Promotion program			% study interest rate at ZTC
34	Optimizing brand through applicable rules	Accreditation		Academic Affairs	# college ranking
35	Maintain brand image				
36	Improve the accreditation improvement strategy				
37	Repairing the system according to Ristekdikti standards				
38	Increase the use of technology for brand enhancement (Promotion)	Digital marketing program		Marketing	% increase in student numbers

39	Developing HR of ZTC	Doctoral degree is S3	Further study	Academic Affairs	# number of lecturers holding doctorates
40	Improve information systems	Information technology unit	The formation of information technology units	Academic and Top Management	The college's community satisfaction index

Strategy Formulation

Basic Verses

Then He said to His disciples, "The harvest is large, but there are few workers to gather it in." (Matthew 9:37) .

Vision

Printing Quality Christ Workers and Christlike Character

Mission:

1. Educating God's servants to be valiant in faith and to act in faith to produce great work for the Kingdom of God.

2. Educate and train God's servants to be firm in doctrine to produce God's servants who are spiritually mature and have the character of Christ.

3. Educating and training servants of God firmly in science, extensive knowledge, and skilled in the practice to produce works that have a positive impact on the wider community.

Aim:

1. Producing Christ's Workers who are sensitive to their calling and ministry.

2. Producing Christ's workers who can answer the needs of the times in the field of science and technology.

3. Producing Christ's workers who have concern for the welfare of the nation, state, society, and the environment.

The strategic plan

Based on the development of strategic issues, the Strategic Plan can be grouped into 3 (three) main organizational factors, namely institutional, personal, and informational as stated below:

I.　Organizational

Institutional factors involved process, obligations, and social action that comes with status as reigning thoughts and actions (Meyer & Rowan, 1977: 341). Institutionalization forms beliefs, rules, and

norms, and the spread of forms, design features, and practices in organizations (Berthod, 2016). Obedience to the institution is considered as a means to gain legitimacy, reduce uncertainty, and improve the clarity of the actions and activities of the organization. Institutional factors (Institutionalization) include:

1. Image of a Good Institution
2. Efficiency and Effectiveness
3. Broader Promotion and Service Coverage
4. Number of Buildings Increases
5. Number of Student Capacity
6. Smooth Teaching and Learning Process
7. Efficient and Effective Organization
8. The introduction of the name ZTC
9. Increased Teaching Quantity
10. Quality Improvement of Tridharma
11. Increased revenue
12. Advanced Study

II. Personal

The human resource factor is the main factor because it is the most important asset and is the main resource for competitive advantage (Rees & McBain, 2007). As a college, the teaching and learning process involves academic staff (lecturers), students, and academic support staff (non-academic employees). The availability of the number of human resources (number of lecturers, staff, and students) must be a concern. Academic and non-academic staff need adequate competence in serving students, therefore the training and development needs of academic and non-academic personnel will affect the quality and satisfaction of ZTC graduates. Factors that have been identified in this study include:

1. Growth of Study Interest in ZTC
2. Student Satisfaction
3. Client Satisfaction
4. HR availability
5. Meet the Accreditation Standards
6. Increase the Cadre of Church Leaders
7. Increase HR Competence
8. Improve the Quality of Graduates
9. Understanding ZTC's Community towards Vision Mission and Value

III. Informational

Factor informational shows about the business of getting information/data presentation of information for stakeholders, as shown below:

1. Getting Donor Information
2. Getting Job Information at Christian Institutions
3. Knowing the Number of Enthusiasts
4. Formation of the Information Technology Unit

Operational Plan

The achievement of the above strategic plan is allocated between 2020 and 2025.

Year I:
Organizational: Good Institutional Image, Efficiency and Effectiveness and Capacity of Students
Personal: Meet Accreditation Standards, Improve Graduates Quality
Informational: Formation of Information Technology Unit
Year II:
Organizational: Introduction to the Name of ZTC**,** Broader Range of Promotion and Services
Personal: Growth in Study Interest in ZTC, Understanding of ZTC Community Against Vision and Vision of Vision
Informational: Obtaining Donor Information

Year III:
Organizational: Increasing Teaching Quantity **,** Improving the Quality of Tridharma
Personal: Student Satisfaction **,** Client Satisfaction
Informational: Obtaining Job Information in Christian Institutions

Year IV :
Organizational: Smooth Learning Process **,** Efficient and Effective Organization
Personal: Increase HR Competency **,** HR Availability
Informational : Knowing the Amount of Enthusiasts

Year V :
Organizational: Increased Income **,** Further Study **,** Number of Buildings Increases
Personal: Increase the Cadre of Church Leaders
Informational : -

Conclusion

Theory Contribution

The internal and external environmental analysis produces a strategy formulation. From the formulation of the strategy, a strategic plan was formed. The ZTC strategic plan is in the form of ideas compiled based on *stakeholder* expectations in responding to changing situations and conditions very quickly. Information technology is an important factor in the development of institutions, therefore an institution needs to master the development of technology and have its information system to be able to manage its management system more effectively and efficiently so that the potential of the organization can grow as much as possible. Human resources are the driving factors of the organization and funding is the heart of the organization, therefore both need to be considered continuously to experience improvement and development so that the organization can be managed well (*manageable*), and sustainable in the long term (*sustainable*).

Managerial Implications

This research is beneficial for:

1. ZTC or other theological colleges as a reference in analyzing and developing organizations and institutions.

2. Churches both local churches and synods who want to create or strengthen theological and non-theological educational institutions.

Research Limitations

This research is only conducted at ZTC, general research must be carried out further. The number of respondents is limited to only five people, other sources only express their opinions so that the subjectivity of the respondents can affect the data from this study.

Suggestion

Analysis and strategic planning that has been arranged can be implemented and developed further. Those who will carry out further research can develop the implementation of this strategic plan, and evaluate the efficiency and effectiveness of the ZTC strategic planning.

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