

Islamic Boarding Education Management Reform: Transformation Strategies to Improve Competitiveness and Relevance

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ABSTRACT

This study explores the reform of Islamic boarding school (*pesantren*) education management and transformation strategies aimed at enhancing competitiveness and relevance in the context of globalization and modern educational challenges. The focus is on understanding how *pesantren* can adapt and thrive in the evolving educational landscape. Utilizing a qualitative approach, this literature review examines various sources related to *pesantren* education management reforms and transformation strategies implemented in several Indonesian *pesantren*. The study systematically analyzes existing literature to identify key themes and insights. The findings reveal significant challenges faced by *pesantren*, including outdated management practices, limited resources, and resistance to change. However, several *pesantren* have successfully implemented transformation strategies such as curriculum modernization, the integration of technology in teaching, and the development of partnerships with external educational institutions. These strategies have significantly improved the competitiveness and relevance of these institutions. The study highlights the critical role of stakeholders, including educators, administrators, and policymakers, in driving the reform process. Effective leadership, community involvement, and continuous professional development are identified as crucial factors in achieving successful transformations. The insights gained underscore the importance of adaptive and innovative approaches in education management to meet contemporary demands. This research provides valuable insights into the strategies and challenges of reforming *pesantren* education management. The successful implementation of transformation strategies can enhance the competitiveness and relevance of *pesantren*, enabling them to meet the demands of modern education and globalization. Future research should focus on longitudinal studies to assess the long-term impact of these reforms and explore additional strategies to further improve *pesantren* education management.

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1. INTRODUCTION

Islamic boarding schools are among Indonesia's oldest Islamic educational institutions, with a symbiotic functional relationship with Islamic teachings. The Islamic values upheld and spread by the

Islamic boarding school eventually became an indelible part of Indonesian Islamic society's culture. Islamic boarding schools appear to be at the forefront of developing Islamic values and tolerance with Indonesian culture in this context. If the Islamic boarding school's large capital is properly managed, the Islamic boarding school will become a major power and center of Muslim civilization in Indonesia. Furthermore, Islamic boarding schools have a close relationship with the surrounding community. Islamic boarding schools as traditional Islamic educational institutions have played an important role in preserving and spreading religious and cultural values in Indonesia for centuries. However, in the era of globalization and increasingly fierce global competition, Islamic boarding schools are also faced with various challenges to remain relevant and competitive in the world of modern education (Yanto, 2021). Therefore, it is important for pesantren to carry out reforms in education management in order to face this challenge effectively (Riinawati, 2022).

In the era of globalization and increasingly fierce global competition, the challenges for Islamic boarding schools are increasingly complex (Sunarso, 2020). Islamic boarding schools need to be transformed and make changes to increase their competitiveness so that they are relevant to meeting the needs and expectations of students and society as a whole (Anshori et al., 2022). Therefore, there is a need for renewal in the management of Islamic boarding schools in order to be able to face this challenge effectively (Hidayat et al., 2022).

As traditional educational institutions, many pesantren still face obstacles in implementing modern management approaches and transformation strategies (Taruna & Rohman, 2020). Some of the problems faced by pesantren in facing the challenges of the times are limited financial resources, limited access to information technology, resistance to changes from internal pesantren which tend to maintain traditional mindsets, and difficulties in maintaining the relevance of pesantren education programs to the demands of the times (Aripin & Nurdiansyah, 2022). In addition, pesantren are also faced with demands to maintain their identity and local wisdom values while adapting to rapid social and technological changes (Sada, 2017).

Therefore, an appropriate transformation strategy is needed to renew pesantren education management. The strategy must be able to integrate modern management principles with distinctive Islamic values (Hasanah, 2021). In addition, a comprehensive solution must involve the active role of stakeholders, including pesantren administrators, teachers, administrative staff, and students, as well as support from the government, non-governmental organizations, and society as a whole (Wijaya et al., 2022). Renewal in an educational institution is a necessity, this is because educational institutions follow the development of the times and the needs of an increasingly new era without reducing educational values, in this case, the values in Islamic boarding schools. Reforms cannot be separated from policies, there will be appropriate and conceptualized policies in reform through proper analysis, monitoring of policy implementation, and policy evaluation. The reform policy in Islamic boarding schools will present the ideals of modernizing Islamic boarding schools without losing the values of Islamic boarding schools. According to Dede Rosyada, the functions of Islamic boarding schools are divided into two, the first is the functionalism model and the structuralism model, where in functionalism formal schools are included, such as madrasas or secondary schools and equivalent, then the structuralism function includes the development of student skills, such as agricultural skills, automation and so on.

This research will explore and analyze various transformation strategies implemented by pesantren in facing this challenge (Setiawan et al., 2021). It is hoped that the results of the research will provide new insights into innovative approaches that can increase the competitiveness and relevance of pesantren education so that pesantren can remain relevant and beneficial educational institutions for Muslim communities in Indonesia (Syarifuddin & Fahyuni, 2019). As such, this research has important relevance in the context of the renewal of pesantren education and a contribution to thinking about the sustainable management of Islamic education (Ihsan, 2018).

2. METHODS

This study employs a qualitative approach, specifically a literature review, to explore the reform of Islamic boarding school (pesantren) education management and transformation strategies. The objective is to identify key themes and insights into how pesantren can enhance their competitiveness and relevance in the face of globalization and modern educational challenges. (Latifah, 2021).

Steps of Literature Review

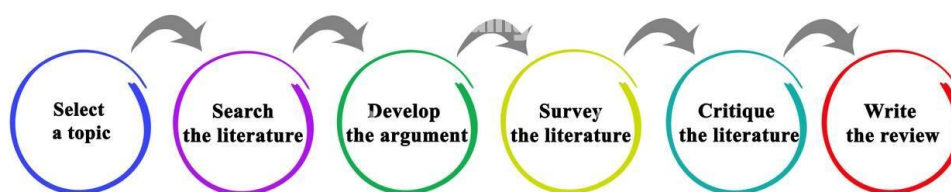


Figure 1. Design literature review method

Using this approach, the author will collect and analyze various sources of literature, including scientific journals, books, research reports, and related articles from relevant databases (Abdullah, 2017).

2.1 Data collection technique

The data in this study were obtained through a comprehensive literature search from various reliable sources, including academic journals, books, reports, and institutional publications. The data collection process involved the use of relevant keywords such as "Islamic boarding school education management reform," "Islamic boarding school transformation strategy," "Islamic boarding school competitiveness," and "Islamic boarding school relevance." These keywords were combined using Boolean operators to refine and focus the search results. In addition, the authors also limited the time span of the search to the last two decades to ensure the novelty and relevance of the information used in the research (Nurmaliyah et al., 2023). This approach ensured that the study incorporated the most recent and pertinent developments in the field. The search was conducted across multiple academic databases, including Google Scholar, JSTOR, and ScienceDirect, to ensure a comprehensive collection of relevant literature. Furthermore, the study included grey literature such as conference papers and policy briefs to capture a broader range of insights and practical examples of pesantren management reforms. This thorough data collection process provided a robust foundation for the subsequent analysis and synthesis of findings.

2.2 Data Analysis Procedure

Data collected from various literature sources will be systematically and critically analyzed to ensure a comprehensive understanding of the topic. The author will compile summaries of each relevant article, identifying the main findings and comparing approaches and results from various previous studies (Roni et al., 2022). This analysis will involve coding and categorizing information to highlight key themes and insights related to the reform of pesantren education management, transformation strategies, and efforts to enhance the competitiveness and relevance of pesantren (Famularsih et al., 2022).

The systematic approach includes thematic analysis to identify recurring themes and patterns, enabling the author to draw meaningful conclusions about the effectiveness of different strategies. Additionally, a critical comparison of methodologies and outcomes from diverse studies will be conducted to assess the robustness and applicability of the findings. This comprehensive analysis will not only reveal current trends but also uncover gaps in the existing literature, providing a clearer picture of

the challenges and opportunities in pesantren education management. By integrating and synthesizing these insights, the author aims to offer practical recommendations and strategic frameworks that can be adopted by pesantren to navigate the complexities of modern education and globalization.

3. FINDINGS AND DISCUSSION

3.1. Findings

The results of the literature review study indicate that the renewal of pesantren education management is crucial for increasing the competitiveness and relevance of these institutions within the context of modern education. Many Islamic boarding schools are currently grappling with challenges brought about by globalization, technological advancements, and heightened global competition (Sahin, 2018). To enhance their competitiveness, Islamic boarding schools must adopt transformations that seamlessly integrate modern management principles with their distinctive Islamic values.

Furthermore, management renewal must comprehensively address academic aspects, curriculum development, resource allocation, and overall governance of the pesantren. This holistic approach ensures that the institution remains true to its core values while adapting to contemporary educational demands. Notably, innovative curriculum design that includes modern subjects alongside traditional religious studies can provide students with a well-rounded education that prepares them for diverse career paths. Additionally, implementing technology-enhanced learning can facilitate interactive and engaging educational experiences, thereby improving learning outcomes and student satisfaction.

Some of the specific transformation strategies that can be adopted by pesantren include incorporating modern science, technology, engineering, and mathematics (STEM) subjects alongside traditional Islamic studies to provide a balanced education. Utilizing digital tools and platforms for teaching, learning, and administrative purposes can streamline operations and enhance educational delivery (Ahmad & Aziz, 2020). Establishing collaborations with external educational institutions, industry partners, and governmental bodies can enhance resource availability, student opportunities, and institutional credibility. Investing in continuous professional development for educators and administrative staff ensures they are equipped with the latest pedagogical skills and management techniques (Hasan et al., 2019). Finally, implementing transparent and efficient governance practices fosters accountability, inclusivity, and strategic planning within the institution.

The adoption of these strategies not only addresses the immediate challenges faced by pesantren but also positions them as competitive and relevant educational institutions in the global landscape. By embracing these transformation strategies, pesantren can significantly enhance their educational offerings, thereby attracting more students and better preparing them for the demands of the modern world.

3.1.1. Renewal of Islamic Boarding School Education Management

The results of the literature study show that the renewal of pesantren education management is crucial to addressing the challenges of contemporary times. Islamic boarding schools must adopt modern management approaches to enhance operational efficiency and effectiveness, as well as to improve the overall quality of education (Brooks & Mutohar, 2018). This renewal involves integrating contemporary educational practices and technological advancements while maintaining the core Islamic values that define pesantren education. Modern management strategies can help streamline administrative processes, facilitate better resource allocation, and foster a more dynamic and engaging learning environment.

Additionally, embracing digital tools for both administrative and educational purposes can lead to significant improvements in communication, record-keeping, and student engagement (Johnson et al., 2020). For instance, the use of learning management systems (LMS) can provide students with access to a wide range of educational resources and enable teachers to track student progress more effectively (Garrison & Vaughan, 2008). Moreover, partnerships with external educational institutions and industry

can open up new opportunities for students and staff, providing access to additional resources, expertise, and funding (McGrath & Powell, 2016).

Investing in continuous professional development for educators is also vital. By keeping teachers up-to-date with the latest pedagogical techniques and technological tools, pesantren can ensure high-quality instruction that meets the needs of modern students. This commitment to professional growth helps cultivate a culture of excellence and innovation within the institution.

Furthermore, implementing transparent and efficient governance practices is essential for building trust and accountability among stakeholders. Effective governance can support strategic planning, ensure compliance with educational standards, and promote an inclusive decision-making process that considers the needs and perspectives of the entire school community.

In conclusion, the modernization of pesantren education management through these strategic approaches can significantly enhance the competitiveness and relevance of Islamic boarding schools. This transformation is necessary not only to meet the demands of globalization and technological advancement but also to provide students with a holistic education that prepares them for future challenges and opportunities.

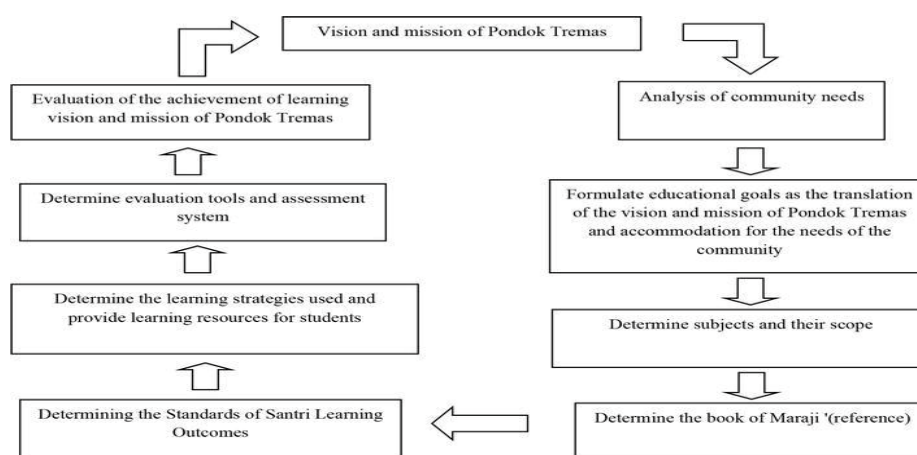


Figure 2. Design Islamic Boarding School Education Management

Some of the renewal efforts in pesantren education management include strategic planning, the use of information technology, increasing human resource capacity, and improving infrastructure. Strategic planning helps align the institution's goals with modern educational demands, while information technology enhances administrative efficiency and the learning experience. Increasing human resource capacity involves continuous professional development for educators to equip them with the latest pedagogical skills and knowledge. Improving infrastructure ensures that the learning environment is conducive to effective teaching and learning.

In Islamic boarding schools, the learning process traditionally revolves around the study of classical books. These texts are rich in scientific treasures and cultural nuances, encompassing morals, knowledge, spiritual integrity, and religious jurisprudence (faqihan). The mosque plays a central role in the pesantren learning system, serving not only as a place of worship but also as the hub for teaching and learning activities (Aspandi, 2015). Understanding the history of Islamic education is crucial, as it provides insights into its development and helps identify past mistakes and areas for improvement (Amrozi, 2020).

For example, the education system in the Kingdom of Aceh Darussalam began with Meunasah (Madrasah), the lowest level of education. These institutions, found in every village, served multiple functions, including teaching the Quran, providing elementary education, and imparting religious knowledge and the Malay language. This historical context highlights the integral role of localized educational institutions in promoting literacy and religious education.

Renewal efforts must therefore focus on modernizing these traditional elements while preserving their cultural and religious significance. Integrating digital tools, such as e-learning platforms and digital libraries, can enhance the accessibility and interactivity of classical texts. Additionally, establishing partnerships with contemporary educational institutions can provide new resources and learning opportunities for students and staff. By balancing tradition with innovation, Islamic boarding schools can effectively respond to the challenges of globalization and modern education, ensuring they remain relevant and competitive in today's educational landscape.

3.1.2. Pesantren Transformation Strategy

The literature study identified several transformation strategies that have been implemented by pesantren in dealing with changing times. This transformation includes the integration of a competency-based curriculum, the opening of study programs that are relevant to the needs of society and industry, the use of technology in the learning process, and the improvement of leadership skills to create an innovative learning environment (Aladdin & Ps, 2019). By adopting a competency-based curriculum, pesantren can ensure that students acquire essential skills and knowledge that align with contemporary societal and industrial demands. This approach not only enhances the employability of graduates but also ensures that they are well-prepared to contribute meaningfully to their communities.

Moreover, the inclusion of study programs that cater to the evolving needs of society and industry enables pesantren to remain relevant and responsive to external changes. For instance, programs in information technology, business management, and environmental science can equip students with the necessary skills to thrive in various professional fields. The use of technology in the learning process, such as digital classrooms, online resources, and interactive learning tools, further enhances the educational experience by making learning more engaging and accessible. Additionally, the focus on improving leadership skills among educators and administrators fosters an environment of innovation and continuous improvement. Effective leadership is crucial for driving change and inspiring both staff and students to embrace new methodologies and technologies (Muwahid, 2020).

To support these strategies, it is essential to develop comprehensive professional development programs that help teachers integrate new technologies and teaching methods into their practice. Workshops, seminars, and collaborative learning communities can provide ongoing support and training for educators. Furthermore, establishing strong networks and partnerships with other educational institutions, industry stakeholders, and community organizations can facilitate resource sharing, provide real-world learning opportunities for students, and enhance the overall quality of education provided by pesantren. By implementing these transformation strategies, pesantren can effectively navigate the challenges of modern education and globalization, ensuring that they continue to provide high-quality, relevant education that meets the needs of their students and society at large.

3.1.3 Improving the Competitiveness of Islamic Boarding Schools

In an effort to improve competitiveness, Islamic boarding schools need to optimize management and marketing to attract prospective students. Literature studies show the importance of effective branding and promotion, as well as a quality service approach to students and parents (Sabic-El-Rayess, 2020; Setyawan, 2019). Effective branding helps create a distinctive identity for the pesantren, highlighting their unique strengths and values. This can be achieved through various marketing strategies, such as social media campaigns, community engagement, and alumni networks. Moreover, providing exceptional service to students and parents, such as responsive communication, personalized support, and transparent administrative processes, enhances the reputation of the institution and builds trust within the community.

Additionally, the development of educational programs that are comprehensive and oriented towards the needs and aspirations of students is crucial for the competitiveness of Islamic boarding schools (Diantoro et al., 2021). This involves regularly updating curricula to include contemporary subjects and skills that are in demand in the modern job market, such as digital literacy, critical thinking,

and problem-solving. Moreover, incorporating extracurricular activities and vocational training can provide students with a well-rounded education that prepares them for various career paths. By aligning educational offerings with the expectations of students and their families, *pesantren* can attract a diverse student body and retain high levels of enrollment.

To further enhance competitiveness, Islamic boarding schools can also establish partnerships with universities, businesses, and other educational institutions. These collaborations can provide students with additional resources, mentorship opportunities, and pathways for further education or employment. For example, internship programs with local businesses can give students practical experience and help them build professional networks. Furthermore, participating in national and international competitions, academic conferences, and cultural exchanges can raise the profile of the *pesantren* and demonstrate their commitment to excellence and innovation.

By adopting these strategies, Islamic boarding schools can significantly improve their competitiveness, ensuring they remain attractive and relevant in an increasingly globalized and competitive educational landscape. Through effective management, marketing, and program development, *pesantren* can offer high-quality education that meets the evolving needs of students and society, thereby securing its position as leading educational institution.

3.1.4 Islamic Boarding School Education Relevance

Literature review studies emphasize the importance of an educational approach that is relevant to the needs and demands of the times. This relevance ensures that students are well-prepared for the challenges of the contemporary world while still rooted in their cultural and religious heritage.

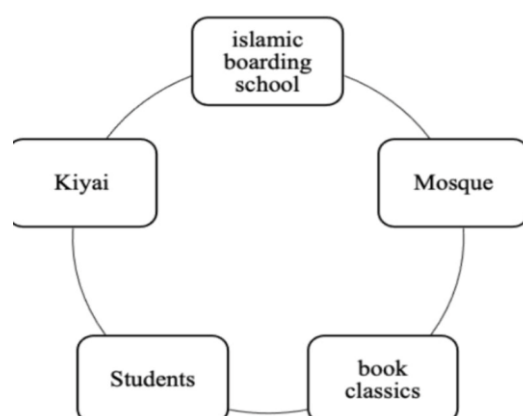


Figure 3. component and schame od islamic boarding schools

Islamic boarding schools must be able to integrate religious teachings with modern science and technology to produce competent and adaptive graduates (Wahyudi, 2021). This integration helps students develop a balanced worldview, enabling them to navigate both spiritual and professional spheres effectively. In addition, *pesantren* also need to maintain distinctive traditional values as part of their identity (Tolchah & Mu'ammam, 2019). Preserving these values fosters a sense of community and continuity, ensuring that students retain a strong connection to their heritage while embracing innovation and progress.

Discussion

The results of this literature review study illustrate the importance of renewing Islamic boarding school education management to adapt to changing times. Transformation strategies, increasing competitiveness, and enhancing the relevance of Islamic boarding schools are crucial for ensuring their

continuity as educational institutions that are both relevant and competitive (Marita Sari, 2019). These strategies are essential in providing students with the skills and knowledge necessary to thrive in a rapidly evolving educational landscape.

In the discussion, it is necessary to emphasize that the renewal of pesantren education management does not have to sacrifice the identity and values of local wisdom. Instead, modern management methods should be integrated with typical Islamic values, ensuring that pesantren remain true to their foundational principles while adopting contemporary practices. This integration preserves the unique character of pesantren as institutions grounded in religious teachings and local wisdom (Huda et al., 2020). Such an approach ensures that modernization efforts enhance rather than diminish the spiritual and cultural essence of these institutions.

The importance of using information technology in Islamic boarding school education is also highlighted in the discussion. Technology can serve as an innovative learning tool, facilitating the management of Islamic boarding schools and improving communication with parents and the community (Mukti, 2020). For instance, digital platforms can provide interactive educational resources, streamline administrative tasks, and foster real-time engagement between educators and students. This technological integration can also extend to virtual classrooms and online seminars, expanding the reach and impact of pesantren education.

Additionally, the discussion includes the necessity of collaborative efforts between Islamic boarding schools and other educational institutions. By forging partnerships, pesantren can leverage collective strengths and support each other in facing the challenges of modern education. Collaborations can include joint academic programs, shared resources, and the exchange of best practices. Such alliances not only enhance the educational offerings of pesantren but also create a robust network of institutions dedicated to educational excellence. These partnerships can also facilitate student exchanges, internships, and joint research projects, providing students with broader learning opportunities and exposure to diverse educational environments.

In summary, the renewal of Islamic boarding school education management is a multifaceted process that requires balancing tradition with innovation. By integrating modern management practices with Islamic values, leveraging information technology, and fostering collaborative partnerships, pesantren can maintain their relevance and competitiveness in the modern educational landscape.

4. CONCLUSION

Based on the findings of this research, several conclusions can be drawn regarding the necessity for Islamic boarding schools (pesantren) to update their management practices in order to adapt to changing times. The study demonstrates that adopting modern management approaches can significantly improve operational efficiency and the overall quality of education in pesantren. Implementing strategic transformations aligned with contemporary demands enables these institutions to effectively address the challenges posed by globalization and technological advancements. Additionally, enhancing competitiveness is crucial for attracting prospective students, which can be achieved by developing comprehensive educational programs that cater to the needs and aspirations of students. Maintaining the relevance of education ensures that graduates possess competencies that meet current demands, thereby enhancing their employability and societal contributions. Furthermore, fostering collaborations between pesantren and other educational institutions can bolster their strengths and support their efforts to navigate various challenges.

However, this study is limited by its reliance on existing literature, which may not capture the latest developments and practices in the field. Future research should consider empirical studies and longitudinal analyses to assess the long-term impact of these management reforms. Additionally, exploring more innovative strategies and technologies that can further enhance the effectiveness and relevance of pesantren education would be beneficial. By addressing these limitations, future research can provide deeper insights and more comprehensive solutions to ensure that Islamic boarding schools remain competitive and relevant in the modern educational landscape.

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