

Strategic Formulation in Islamic Higher Education: A Case Study of IAIN Ponorogo Based on Hunger and Wheelen's Model

Mukhlison Effendi

Institut Agama Islam Negeri Ponorogo, Indonesia; effendi@iainponorogo.ac.id

ARTICLE INFO

Keywords:

Strategy Formulation; Vision; Mission; Objectives; Strategy; Policy

Article history:

Received 2025-03-25

Revised 2025-05-27

Accepted 2025-06-08

ABSTRACT

The institutional transformation from the State Islamic College (STAIN) to the State Islamic Institute (IAIN) Ponorogo signifies not only a successful elevation in institutional status but also presents a challenge to continually enhance quality and quantity in the areas of education, research, community service, collaboration, and infrastructure. Based on the theory of strategy formulation of Hunger and Wheelen, this study aims to analyze the process of strategy formulation at IAIN Ponorogo. A qualitative approach was employed using a literature study method. The research locus is IAIN Ponorogo, with the Strategic Plan (Renstra) document serving as the primary data source. Key informants include structural officials involved in the preparation of the strategic plan. Data collection techniques involved document analysis and interviews, while data analysis was carried out through content analysis. The findings indicate that the formulation of the vision, mission, goals, objectives, and policy direction at IAIN Ponorogo aligns with the strategic formulation stages outlined by Hunger and Wheelen. This study contributes theoretically to the field of strategic management in Islamic higher education and provides practical implications for future institutional policy development.

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Corresponding Author:

Mukhlison Effendi

Institut Agama Islam Negeri Ponorogo, Indonesia; effendi@iainponorogo.ac.id

1. INTRODUCTION

The transformation of the State Islamic College (STAIN) into the State Islamic Institute (IAIN) Ponorogo is not merely a formal elevation of institutional status but also a strategic milestone in improving the quality of higher Islamic education in Indonesia. This institutional upgrade brings new challenges, particularly the need for consistent improvements in education, research, community service, cooperation, and infrastructure. In an increasingly competitive academic environment, Islamic higher education institutions are required to develop strategic policies that align with both national goals and Islamic values to maintain institutional relevance and sustainability (Kementerian Agama Republik Indonesia 2020).

Despite the critical importance of strategic management in higher education, there is still a limited body of research that thoroughly examines its application within Islamic Religious Higher Education Institutions (PTKINs), especially in the Indonesian context. Unlike profit-oriented enterprises, Islamic educational institutions function as non-profit entities, driven by spiritual, humanitarian, and moral values rather than commercial profit. This presents a gap in the literature, particularly regarding how strategic management frameworks-originally developed for corporate environments-can be adapted to suit the unique context of Islamic educational institutions (Ahmad Susanto 2020).

However, these earlier works have several limitations. Most studies center on conventional higher education institutions and overlook the theological, spiritual, and ethical dimensions that underpin the operations of Islamic institutions. Furthermore, they seldom address how values such as devotion (ubudiyah), sincerity (ikhlas), and communal benefit (maslahah) are integrated into strategic decision-making processes. This indicates a significant theoretical and practical gap in understanding strategic management within Islamic education systems (Nur Kholis and M. Zainal Arifin 2020).

This study aims to fill that gap by offering a contextualized analysis of strategic formulation at IAIN Ponorogo, employing the theoretical framework developed by Hunger and Wheelen. While this model is widely applied in business management, its relevance in non-profit and value-based organizations has not been sufficiently investigated. This article contributes to scholarly discourse by bridging the conventional principles of strategic planning with the moral and philosophical underpinnings of Islamic education, supported by empirical analysis of IAIN Ponorogo’s 2019–2023 Strategic Plan document.

Accordingly, this study aims to analyze how IAIN Ponorogo formulates and implements its institutional strategies in alignment with the strategic formulation model by Hunger and Wheelen. Specifically, this paper investigates how the institution's vision, mission, and strategic objectives are translated into practical policies and action plans. Using a qualitative content analysis method, this study offers a literature-based review that not only strengthens theoretical insights but also provides empirical grounding for strategic planning in Islamic higher education.

Strategy Formulation

Before understanding the concept of strategy formulation, it is necessary to first understand the position of strategy formulation in strategic management which offers many models. One of them was developed by Hunger and Wheelen. They divide the strategic management process into 4 basic elements, namely (1) environmental scanning, (2) strategy formulation, (3) strategy implementation, and (4) evaluation and monitoring.

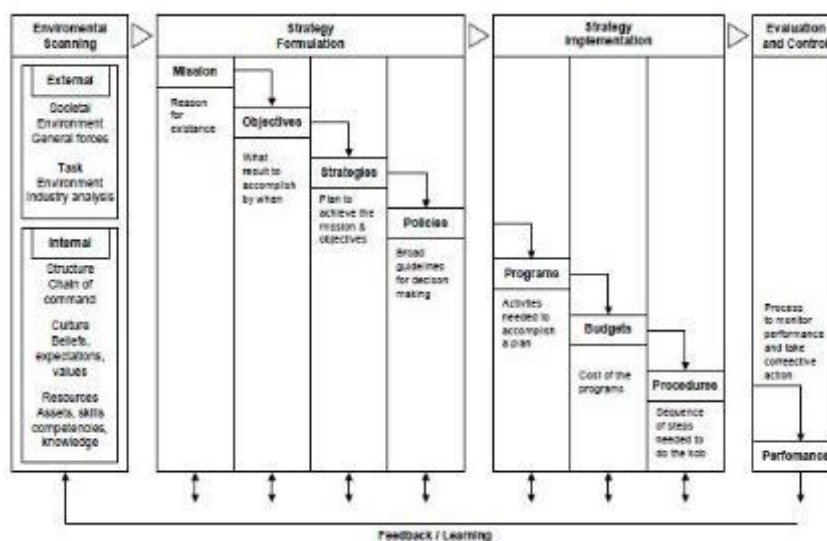


Figure 1. Strategic Management Process

The chart above shows that the strategic management process must be implemented systematically and sequentially. The chart above also specifically describes the procedures for implementing strategic management. By implementing these stages, the organization can determine the best strategy on a long-term scale for the progress of the organization.

Strategic management is the art and science of cross-functional decision-making that enables an organization to achieve its goals. According to this definition, strategic management is centered on the integration of management, marketing, finance/accounting, production/operations, research and development, and information systems to achieve the success of the company. In this case, the words "strategic management" and "strategic planning" are used identically. The former is more commonly used in the business world, while the latter is more commonly used in academia. Strategic management includes the formulation, implementation, and evaluation of strategies. However, strategic planning only includes the formulation of a strategy. (Fred R. David 2011).

Wheelen and David Hunger define strategy formulation as the development of long-term plans for managing effectively environmental opportunities and threats, taking into account the company's strengths and weaknesses (SWOT). This includes defining the company's mission, determining achievable goals, developing strategies, and establishing policy guidelines (Thomas L. Wheelen and J. David Hunger 2012).

Anthony W. Ulwick Define Strategy Formulation The process of making a strategy (Anthony W. Ulwick 1999). Meanwhile, Fred R. David Fred R. David, stated that strategy formulation includes developing the organization's vision and mission, determining opportunities and threats from outside sources, identifying the organization's internal strengths and weaknesses, setting long-term goals, creating alternative plans, and choosing one strategy to implement. Deciding what businesses to enter or abandon, how to allocate resources, whether to expand operations or diversify, whether to enter international markets, whether to merge or form joint ventures, and how to avoid hostile takeovers are some of the issues in strategy formulation (Fred R. David 2011).

The formulation of a strategic identity and the implementation of strategic analysis are the most difficult parts of the strategy formulation process, which involves data collection and the continuous exchange of information. If you want to improve business performance, you must create a strong strategy (Chijioke Nwachukwu, Helena Chladkova 2018). Strategy formulation is a process undertaken by a person or organization to create a long-term plan to effectively manage environmental opportunities and threats. This process involves evaluating the company's strengths and weaknesses, incorporating an outline of the company's mission, defining the most appropriate goals, developing a strategy, and establishing policy guidelines. The process involves planning and decision making that results in the setting of organizational goals and the creation of specific strategic plans (Silpah Owich, Paul Katuse 2018).

From the above explanation, it is clear that strategy formulation is the first stage of the strategic management process. This stage includes developing a vision and mission, determining external opportunities and threats to the organization, identifying internal strengths and weaknesses, creating long-term goals, and choosing the most suitable strategy to achieve. Determining which new businesses to enter and which to avoid is a problem in strategy formulation. This includes determining whether to expand operations or increase diversification, whether to enter international markets, whether to merge or form joint ventures, and how to prevent takeovers that do not provide benefits in the future.

References in Formulating Strategies

Some things that are used as references in implementing strategy formulation or formulation are (Crown Dirgantoro 2001); (1) properly understanding the company's vision, mission and objectives to find out the direction the company wants to take and how to take it in that direction. (2) The company's current position. How is its market share, financial balance, capacity and competence of people in the company and others. (3) Being able to analyze and identify internal and external environmental factors to facilitate achieving success or understanding failure. (4) Looking for alternative solutions that can be done for organizational purposes more efficiently in the going forward. The more relevant solutions that can be offered can also show the ability that is always developing or always being honed by people in the organization or company, or maybe it can also show their innovation to always follow the changes that occur and the ability to anticipate these changes, although this may not be shown directly as a cause and effect relationship.

Strategy Formulation Steps

Strategy formulation is the process of making plans for the future for a company with the aim of establishing the company's vision and mission, setting strategic goals, and then designing strategies to achieve those goals in order to create the best value for consumers. Strategic goals must be in line with the company's goals so that the company is in the best position. According to Wheleen and Hunger, there are 4 stages of strategy formulation, namely (Thomas L. Wheelen and J. David Hunger 2012):

A. Mission Determination

A company's mission refers to a fundamental question once asked by Peter Drucker. What is our business (Rahayu Puji Suci 2015)? The answer to this question is a big picture of what the company will do in an effort to achieve its goals. The existence of a company's mission is very important for the formulation of company goals and effective strategy formulation. In an organization there is a mission and a vision. Both are very different and often confused. Mission is the purpose or reason why a company was founded. A good mission statement will clearly describe the basic and unique purpose of the company that distinguishes it from other companies, in terms of the uniqueness of the products produced and the target market. The mission answers the question, who are we and what do we do? Furthermore, the company's vision or outlook concerns the form of the company's desired state or form and the direction of the company's development. Actually, which is more important, the mission or the vision. The formation of a new company must always have a mission because it is the main reason why the company was founded. After that, there is the company's vision.

Understanding the vision and mission in Islam can be understood in Surah Al Alaq 1-5 which reads: *"Read with (mentioning) the name of your Lord who created (1) He has created man from a clot of blood (2) Read, and it is your Lord who is Most Gracious (3) who teaches (humans) by means of kalam (4) He teaches man what he does not know (5)"*. (QS. Al-'Alaq [96] : 1-5)

The verse above explains that the vision of Islamic Education is to provide learning so that humans can understand their essence as humans and develop human reason and soul with knowledge and morals or ethics (Citra Ayu Anisa 2022).

B. Determination of Objectives

Objectives are the results of an activity that are expected to be achieved within a certain time. Objectives should be expressed quantitatively as much as possible so that they are easy to measure. Furthermore, objectives must be results that are in line with the company's goals. It is necessary to distinguish between goals and objectives. Goals are things that you want to achieve within an unspecified time, so they are like long-term ideals. While objectives are things that are planned to be achieved in a certain amount and time.

C. Strategy Development

Strategy is a comprehensive plan for how a company will carry out its mission and achieve its objectives. Therefore, strategy must maximize competitive advantages and minimize competitive weaknesses. Strategy must be for a long-term plan, generally for 5 years or more.

D. Policy Making

Policy making is the step of preparing general policies needed to implement existing strategies. Policies are expected to link strategy formulation with strategy implementation. Meanwhile, according to Rothwell in Eddy Yunus (Eddy Yunus 2016), there are 6 steps in formulating a strategy, namely:

- 1). The first step is to determine the vision, mission and goals.

This step is a general statement related to the mission, goals and objectives of the organization. The formulation of the vision, mission and goals is the main responsibility of the center manager. This formulation is built on the values given by the manager. The vision, mission and goals of the organization must be clear and concise and show the foundation of the organization and what the organization wants to achieve.

- 2). The second step is to identify past and present strategies.

Identifying past and present strategies must be done by a manager before deciding whether a strategy is needed or not. Strategies that have been formulated in the past can be analyzed and identified, whether they are still feasible to be implemented or need to be revised in the present. By looking at previous strategies, it can show how different applications work for the organization.

- 3). The third step is to diagnose past and present performance.

This step is necessary to evaluate the results of the previous strategy and determine the changes needed to take a deeper look at the organization's reports. To determine how effective an organization, its processes, and its performance are, several types of financial analysis and diagnosis can be used. Management must have a deep understanding of the state of the organization. Furthermore, long-term, medium-term, and short-term strategies must be created to meet the company's goals and mission. It should be noted that, the goal undefinable without examining the internal and external conditions. Determining goals and medium term and analyzing internal and external conditions influence each other (Suwarsono Muhammad 2004).

- 4). The fourth step is to set goals.

A goal is a statement about an organization's goals that provides direction and objectives to its members and the organization. Some question about target required by the manager (Rahayu Puji Suci 2015). *First*, Term Goals Long-term goals should be related to and support the organization's mission. Although the goals are somewhat different, they should remain related.: Overall general discuss plan a organization in the future on several year future. Long-term goals should be related to and support the organization's mission. Although the goals are somewhat different, they should remain related. For example, a fast-food company strives to deliver hot food quickly to customers in different parts of the city. The long-term goal is to increase sales to a higher level over the next four years. Even if these goals don't align with the company's goals, they still support the company's goals.

Second, Short-term Objectives: Short-term goals are part of long-term goals that help organizations operate. The evaluation should produce a list of long-term and short-term goals to help achieve them. Short-term goals should also be clear, concise, and measurable if possible. The affected component must clearly understand what to expect. Some goals usually have to be created to demonstrate the desired performance of a unit or individual in the organization. All key aspects of the organization must be involved in the goals from a top-level perspective. Problems with one goal are often solved at the expense of other, more important goals. For example, if the goal is only production, quality may not be considered in an effort to achieve maximum production. Goals in different fields can serve as parameters for other goals; However, the goals should be quite consistent with each other.

5). Step 5 is SWOT Analysis and Strategy Formulation

This method aims to balance the internal strengths and weaknesses of the company with external opportunities and threats. a). When a company is able to perform all of its tasks very well (above the industry average), it is called strength. b). Weakness is a condition in which a company is less able to carry out its duties properly because its facilities and infrastructure are inadequate. c). An opportunity is a profitable business potential that can be achieved by a company that is not yet controlled by competitors and has not yet been touched by any other party. d). Threats are a situation where a company experiences difficulties caused by the performance of competitors, which if left unchecked will cause the company to experience future problems.

In the analysis SWOT, it includes analysis of external environmental opportunities and threats as well as analysis of internal environmental strengths and weaknesses. External environmental analysis can be done with various forecasting methods and scientific management. Effective environmental analysis to create strategies relies on management's ability to identify changes in the outside environment and their effects. Environmental analysis also allows organizations to anticipate and impact on activities in their task environment, especially to provide strategic anticipation as a reaction to various environments (Kompri 2014).

Internal analysis is used to determine strategic strengths and weaknesses that are important for formulating organizational strategies. By understanding the strengths and weaknesses of competition, organizational strategy formulation is expected to be more precise. By using SWOT (internal and external environmental analysis), an organization can create strategic policies that are appropriate to the problem and effectively handle.

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SWOT analysis helps managers understand internal and external analysis. Using this information, the primary and secondary strategies faced by the organization can be identified. Based on this information, managers then create appropriate strategies for decision-making, improve the organization's weaknesses, and always consider threats.

6). The sixth step is to develop and evaluate alternative strategies and options.

One of the important parts of the decision-making process in strategy making is making strategic decisions. This analysis shows that management is eager to find ways to provide a competitive advantage to their companies. In other words, management seeks to make the organization better than its competitors. This requires a careful assessment of competitive forces, which determine the rules of competition in the industries in which the company operates. The three main management strategies to gain a competitive advantage are cost leadership, differentiation, and a focus on narrow market segments. Successful managers will choose the approach that will give their company the greatest competitive advantage, and then they will strive to maintain that advantage gradually.

2. METHODS

This study employs a qualitative method using a literature study (library research) approach. This approach is utilized to analyze strategic documents related to institutional strategy formulation, particularly the Strategic Plan (Renstra) of IAIN Ponorogo. A qualitative approach is appropriate because the main focus of the study is to understand the processes, meanings, and structure of strategy formulation through the theoretical lens of Hunger and Wheelen.

The subject of this research consists of strategic institutional documents of IAIN Ponorogo, such as the strategic plan, institutional vision and mission, and relevant academic policies. The object of the study is the process of institutional strategy formulation carried out by IAIN Ponorogo in response to

its transformation from STAIN to IAIN, with the aim of enhancing institutional quality and competitiveness.

The techniques used to collect data are carried out through documentation studies by examining official institutional documents, including the vision, mission, goals, strategies, and operational policies of IAIN Ponorogo. Secondary data were also obtained from relevant literature, including textbooks and journal articles that support the analysis of strategy based on Hunger and Wheelen’s theory.

Data analysis was conducted using content analysis techniques. The analysis procedure began by identifying the structure of the strategic documents, categorizing strategic elements based on the stages in Hunger and Wheelen’s theory, and then evaluating the alignment between the institution's strategic statements and the theoretical framework. The results were then presented descriptively to explain how IAIN Ponorogo formulated its strategies within the context of modern strategic management.

3. FINDINGS AND DISCUSSION

Plan Strategic IAIN Ponorogo 2019-2023

State Islamic University of Ponorogo develop core values and culture organization that is sourced from the Qur'an surah al Mujjadi verse 11 which reads: "...Allah will raise those who believe among you and those who are given knowledge, by degrees. And Allah is Acquainted with what you do".

Apart from that, it is also based on the values of the Qur'an, Surah Al Alaq 1-5, which means: *Read in (mentioning) the name of your God who created (1) He has created humans from a clot of blood (2) Read, and it is your God who is Most Gracious (3) who teaches (humans) by means of kalam (4) He teaches humans what they do not know (5)*".

Synergizing between faith, knowledge and charity becomes the realm of Education at IAIN Ponorogo which is more important than the cognitive, affective, normative and psychomotor domains. By knitting the paradigm of interconnection between religions, knowledge and morals will have implications for mutual appreciation and mutual empowerment of universal truth values in general and Islam in particular in the learning process.(Institute 2019)

Table 1. Vision, Mission, Goals and Strategy of IAIN Ponorogo

Vision	
As center study and development Knowledge Superior Islam in the Framework of Realizing a Civil Society Based on Teaching University in 2023	
Mission	
a. Producing Bachelors in the field of leading Islamic sciences in material studies and research. b. Producing capable graduates realizing civil society c. Producing graduates with character and tolerance	
Objective	
a. Providing access to Islamic Higher Education to the community with good governance b. Organizing educated human resources c. Quality service and research for the community	

The following diagram fully illustrates the relationship between the Vision, Mission and Development Objectives of IAIN Ponorogo.

Table 2. Vision, Mission and Objectives Table

VISION	As center study and development Knowledge Superior Islam in the Framework of Realizing a Civil Society Based on Teaching University in 2023		
	1	2	3
MISSION	Producing Bachelors in the field of Islamic Sciences who excel in material studies and research	Producing capable graduates realizing civil society	Producing graduates with character and tolerance

OBJECTIVES	With good governance, Islamic Universities are accessible to the public.	Organizing educated human resources	Produce high-quality service and research for the community	
Strategy				
a. Building Cheap, quality and comfortable campus for learning based on teaching university b. Strengthening academic excellence and quality in the fields of teaching and research. c. Improving the quality and quantity of community service d. Carrying out cooperation with related institutions at national and regional levels that support the competency of undergraduate and master's graduates.				
	STAGES	STRATEGIC OBJECTIVES	BASIC POLICY	WORK INDICATORS
	Teaching University 2019-2023	Revitalization Organization	<ul style="list-style-type: none"> • Strengthening culture organization • Improvement training HR skills • Improving the quality of the work environment and the effectiveness of communication • Compliance authority and responsibility 	<ul style="list-style-type: none"> • Commitment employee to organization • Quality performance , participation employee • Accountability and • Transparency in organizational programs

The data above explain that Vision of IAIN Ponorogo manifested in superiority or specificity each study program in field of education, research and community service society. In Education field is applied student-centered learning with using learning strategies inquiry collaborative, development curriculum based on KKNI (Framework) Indonesian National Qualifications), and Character Education through life boarding house. In the field of study existence research that produces publication, rights work scientific, textbooks, policies and technology appropriate use. In the field of devotion society, namely organization devotion public with implement knowledge knowledge and technology for solve problems that exist in society. The vision statement above describes the institution's future goals, has term clear time and emphasis on quality and morals graduate of.

Compilation mission above seen clear support manifestation vision of the Institution, which then can help in make activity managerial and structure appropriate managerial mission and achieve vision desired by the Institution. Mission statement good arrangement and also series he said it was very clear and had focus on each statement he wanted to make. achieved in his mission.

For reach objective based on IAIN's vision and mission Ponorogo implementing development strategies with oriented to analysis SWOT (strength, weakness, opportunity and threat) in aspects Good Governance and assurance quality, aspect infrastructure, financial, resources human, operational, administration, academic program management, services and systems information management. This is means that the indicators of success that have been and will be achieved must still based on accurate analysis for make it easier do evaluation to policies that have been and will be implemented. SWOT analysis is underlying analysis compilation plan IAIN Ponorogo's long term plan to be more focused on compile and implement every plans and activities. SWOT analysis can give description in a way comprehensive and whole about internal and external conditions faced by IAIN Ponorogo, as well as the relationship between second condition the in to form direction development of IAIN Ponorogo.

Hunger and Wheelen identify strategy formulation as one of the central processes in strategic management. This includes creating a mission statement, finding opportunities and threats from

outside sources, assessing internal strengths and weaknesses, setting long-term goals, making strategic choices, and choosing the right strategy to achieve the goals. Strategy formulation lays the foundation for an organization's strategic direction and has direct implications on how institutions position themselves in a competitive or transformative environment (Thomas L. Wheelen and J. David Hunger 2012).

Strategic formulation is more than a technical process—it is a reflective process that involves understanding the organization's core identity, purpose, and alignment with its stakeholders. As Fred R. David also affirms (Fred R. David 2011), effective strategy formulation must balance external and internal analyses with strategic vision and feasible implementation pathways. These frameworks are widely applied in both corporate and non-profit sectors, including higher education institutions.

Strategic Planning Framework at IAIN Ponorogo

The transformation of IAIN Ponorogo from STAIN to IAIN required a comprehensive reevaluation and redesign of its strategic orientation. IAIN Ponorogo's Strategic Plan 2019–2023 serves as a key document articulating the institutional vision, mission, goals, and strategies aligned with national education policy and Islamic values.

The vision of IAIN Ponorogo is: "To become a center for the study and development of superior Islamic knowledge within the framework of realizing a civil society based on a teaching university by 2023." This vision reflects the institution's commitment to intellectual excellence, social responsibility, and moral integrity. The mission further emphasizes producing graduates who are academically competent, ethically grounded, and committed to societal transformation (R. Eko Indrajit and R. Djokropranto 2009).

Implementation of the Strategy Formulation Stages

Following Hunger and Wheelen's model, IAIN Ponorogo implements the strategy formulation stages as follows:

- a. **Mission Determination:** The institution defines its fundamental purpose and values, embedding Islamic teachings and educational excellence as its core mission. This step reflects the institution's *raison d'être*, which is to educate and empower the ummah through integrated religious and scientific knowledge.
- b. **Environmental Scanning (SWOT Analysis):** A comprehensive SWOT analysis was conducted. Internal strengths include a committed academic community and integration of Islamic boarding school culture, while weaknesses involve infrastructure limitations and uneven academic resources. Opportunities encompass increasing public demand for Islamic education and governmental support, while threats include competition from private institutions and policy shifts.
- c. **Goal Setting and Strategy Development:** Long-term goals are articulated clearly, and strategies are developed to enhance teaching, research, and service missions. These include curriculum development aligned with KKNI, promotion of inquiry-based learning, and character education initiatives. These strategies align with Fred David's (2011) emphasis on institutional positioning and competitiveness.
- d. **Policy Establishment:** Institutional policies are designed to support the strategic goals, focusing on governance reform, academic quality assurance, financial accountability, and stakeholder engagement. These policies act as the operationalization mechanisms of strategic intentions.

Strategic Values and Islamic Worldview

A unique feature of IAIN Ponorogo's strategy formulation lies in its grounding in Islamic values. The strategic orientation is inspired by verses from the Qur'an, including Surah Al-Mujadilah (58:11) and Surah Al-'Alaq (96:1-5), which emphasize the elevation of those with knowledge and the importance of learning. These values are translated into institutional culture and academic practices, shaping a strategy that not only aims for academic excellence but also spiritual and moral development.

This spiritual dimension enriches the strategic formulation by ensuring that the university's policies and goals are not solely driven by economic or competitive motives, but by a deeper commitment to serve society and uphold Islamic ethics. As emphasized by Ulwick, strategy that is aligned with intrinsic values and purpose has higher sustainability (Anthony W. Ulwick 1999).

Implications for Islamic Higher Education Institutions

The strategic formulation process at IAIN Ponorogo offers a replicable model for other Islamic higher education institutions undergoing transformation. By combining classical strategic management theory with Islamic epistemology and institutional culture, IAIN Ponorogo has developed a robust framework that ensures academic relevance, operational effectiveness, and ethical integrity. This integration also shows that Islamic institutions can adopt modern management frameworks without compromising their philosophical identity. Institutions can tailor tools such as SWOT, Balanced Scorecard, or performance-based budgeting into their religious missions (Agus Zaenul Fitri, Binti Nasukah 2019).

In conclusion, the strategy formulation at IAIN Ponorogo aligns well with Hunger and Wheelen's model, demonstrating that even value-driven, non-profit institutions can adopt and adapt strategic management theories to their contexts while maintaining their philosophical and religious foundations. This highlights the flexibility and relevance of strategic planning in diverse institutional environments.

4. CONCLUSION

The strategy formulation process at IAIN Ponorogo demonstrates a structured adaptation of the Hunger and Wheelen model, tailored to the context of Islamic higher education. The integration of faith-based values with systematic strategic planning creates a holistic model for institutional development. The formulation of clear vision, mission, objectives, and policy strategies rooted in Islamic values and academic standards makes IAIN Ponorogo a reference for other faith-based institutions. Future studies may further explore implementation and evaluation stages of these strategies.

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