

ABSTRAK

Hirim Sarimauli Lumban Gaol. Implementasi perencanaan strategis Berbasis *Balanced Scorecard* di SMA Negeri 2 Lintongnihuta kabupaten Humbang Hasundutan. Tesis. Prodi Administrasi Pendidikan: Program Pasca Sarjana Universitas Negeri Medan. 2021.

Penelitian ini bertujuan untuk (1) menganalisis Implementasi perencanaan strategis berbasis *balanced scorecard* pada SMA Negeri 2 Lintong nihuta kabupaten Humbang Hasundutan. Metode yang digunakan dalam penelitian ini adalah Kualitatif dengan pendekatan studi kasus. Metode pengumpulan data dilakukan dengan wawancara, dokumentasi, dan observasi. Subjek penelitian adalah Kepala Sekolah, Wakil Kepala Sekolah dan Guru. Metode Analisis data dilakukan dengan analisis kualitatif dari Miles Huberman. Hasil penelitian menunjukkan bahwa (1) perumusan strategi dilakukan oleh Kepala Sekolah dan seluruh unsur sekolah dengan merumuskan visi, misi, dan tujuan sekolah, (2) dalam melakukan perencanaan strategi didasarkan dengan strategi yang telah ditetapkan agar menghasilkan sasaran-sasaran strategi dan inisiatif strategi yang komprehensif kedalam perspektif *balanced scorecard*, (3) penyusunan program dan anggaran, dilakukan dari hasil inisiatif strategi yang komprehensif yang dijabarkan kepala sekolah dan guru dan menetapkan anggaran dari masing-masing program kedalam perspektif *balanced scorecard*, (4) dalam Implementasi dan Pemantauan dilaksanakan sesuai dengan kegiatan dalam dokumen anggaran, kemudian dilakukan pengukuran kinerja sekolah kedalam perspektif *balanced scorecard* dan dibandingkan dengan target yang ditetapkan sekolah dalam anggaran dan perencanaan strategik.

Berdasarkan hasil penelitian di atas, disarankan untuk Kepala Sekolah dapat melaksanakan dan menerapkan perencanaan strategis berbasis *balanced scorecard* di SMA 2 Lintongnihuta. Kepada peneliti lain perlu melakukan penelitian secara lebih mendalam terkait perencanaan strategis berbasis *balanced scorecard*.

Kata Kunci: Perencanaan Strategis, *Balanced Scorecard*



ABSTRACT

Hirim Sarimauli Lumban Gaol. Implementation of strategic planning based on the *Balanced Scorecard* at SMA Negeri 2 Lintongnihuta, Humbang Hasundutan district. Thesis. Education Administration Study Program: Graduate Program, State University of Medan. 2021.

This study aims to (1) analyze implementation of strategic planning based on the *balanced scorecard* at SMA Negeri 2 Lintong nihuta, Humbang Hasundutan district. The method used in this research is qualitative with a case study approach. Methods of data collection is done by interview, documentation, and observation. The research subjects were the Principal, Deputy Principal and Teachers. Methods data analysis was carried out with qualitative analysis from Miles Huberman. The results showed that (1) The formulation of the strategy was carried out by the Principal and all elements of the school by formulating the school's vision, mission, and goals, (2) in carrying out strategic planning based on the established strategy in order to produce strategic objectives and strategic initiatives. comprehensively into theperspective *balanced scorecard*, (3)The preparation of programs and budgets, carried out from the results of comprehensive strategic initiatives described by the principal and teachers and setting the budget of each program into theperspective *balanced scorecard*,(4)in the implementation and monitoring carried out in accordance with activities in the budget document, then measure the school's performance into aerspective *balanced scorecard* and compare it with the targets set by the school in the budget and strategic planning. Based on the results of the research above, it is suggested that the principal can implement and implement-based strategic planning *balanced scorecrad* at SMA 2 Lintongnihuta. Other researchers need to conduct more in-depth research related to implementation of strategic planning based on the *balanced scorecard*.

Keywords: *Strategic Planning, Balanced Scorecard*