



Strategic Planning for Baguio City's Private Schools Amid Educational Transformation

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Abstract— Private schools in the Philippines are grappling with unprecedented challenges such as financial pressures due to COVID-19 pandemic and the changing nature of education. This overview evaluates how strategic planning can address these factors and ensure that private education is viable and up to standard. With a wide range of sources, the document points out main dilemmas including managing stakeholder interests, balancing finance with learning objectives, and responding to population shifts or curriculum reforms among others. Consequently, it explores achievements regarding strategic planning like increased student performances, higher enrollments, improved financial healthiness for institutions, better satisfaction among teachers apart from innovative school cultures. In addition, there is a discussion about recommended procedures for conducting situational analyses while simultaneously involving all stakeholders within an organization; developing clear visions and missions; and monitoring progress. Taken together through theme analysis, this paper has valuable implications for knowledge on strategic planning research in private educational institutions thereby setting directions that should be followed by future studies or practices as well in this area. Lastly, It argues that ultimately strategic planning is what allows private schools to deal with complex issues effectively leading them towards attaining excellence as well as sustainability.

Keywords— strategic planning, strategy, educational leadership, organizational management, private school.

I. INTRODUCTION

In the face of mounting challenges, particularly financial pressures leading to closures and the migration of students and educators from private to public schools, the educational landscape in the Philippines stands at a critical crossroads (Chanco, R,2023).

Fifteen private schools in Baguio City were in danger of closing because of the financial burden resulting from the COVID-19 pandemic's lengthy school suspension. The Department of Education (DepEd), the Commission on Higher Education (CHED), and the Technical Education and Skill Development Authority (TESDA) are among the government organizations that the city council has encouraged to support these institutions financially (Pigeon, 2020). The vice president of the Baguio City Association of Private School Administrators (BC-APSA), Marlon Angaga, emphasized that these schools, which have fewer than 500 students, struggle to pay their teachers' salaries due to a number of financial issues, including incomplete classes and unpaid fees. While some parents have asked for reimbursement for the portion of the school year that isn't finished, the BC-APSA stressed the need to strike a balance to avoid further closures and job losses within the education sector (Pigeon, 2020).

The closure of numerous private schools, as reported by DepEd spokesman Michael Poa, underscores the severity of the situation, affecting thousands of students and potentially perpetuating the crisis. In response, there are calls



for collaborative efforts between the government and private sector to avert further closures and sustain educational quality (Chanco,20203).

According to Dean Jerome Buenviaje, Dean of University of the Philippines - Diliman, assertion regarding the vital role of private schools in producing quality graduates echoes the sentiment that the sector's decline could have far-reaching consequences for the labor force and economic development (Balinbin, 2020). Proposals for intervention include increasing teacher salaries through government subsidies and providing tax incentives to alleviate financial burdens on private institutions. Furthermore, fostering partnerships between public and private sectors is seen as essential for addressing the root causes of the educational crisis and tackling the pervasive issue of learning poverty, as underscored by the alarming statistics on literacy levels (Balinbin, 2020). Thus, proactive measures are imperative to reverse the decline and secure the nation's educational future (Balinbin, 2020).

In line with the private schools closures, it becomes imperative to recognize the pivotal role of strategic planning, as it is widely advocated as an effective managerial tool for enhancing performance in both public and private sector organizations (Ibrahim,R. & et. al., 2023). Private schools need to have a well-thought-out strategic plan due to the changing and increasingly complex global education arena (Perry, 2023). A competitive educational landscape demands strategic planning, especially for private schools. Thus, this research will help private school leaders learn more about planning applicable to them and how to address obstacles they might face in the implementation. As private schools face closure, private schools need to stay relevant and open to cater to the ever-changing time. Strategic planning is hailed as a potent tool for organizational enhancement, its true efficacy often hinges on successful implementation, which can be impeded by a multitude of obstacles.

These challenges include constraints especially in private schools, such as limited financial resources and time constraints, as well as managerial reluctance to fully commit to execution (Al-Shammari,H. & Hussein, R, 2008). The closure of schools in Baguio City due to various challenges underscores the pressing need for support in the education sector. For instance, as reported in the Midland Courier in 2023, one school closed because community residents, who were managing it, couldn't secure a permit from the BCDA. This resulted in the voluntary closure of the school, backed by the City Schools Division of the Department of Education (Opina, 2023).

Several private schools also in the Cordillera Administrative Region (CAR) have filed for closure, with Aida Payang, the DepEd-CAR chief of the Quality Assurance Division, stating that closures were voluntary and not directly linked to the economic impact of COVID-19 (Payang,2020). In Baguio City, five schools have indicated their intention to cease operations, with reasons ranging from students returning to Korea, bankruptcy, inability to afford facility rental payments, to lacking occupancy permits (Verano, 2020).

Additionally, cultural barriers, exemplified by power distance among staff, can undermine corporate cohesion and breed tension and conflict (Fisic, I., 2022). Power distance is the positive dynamics in relationships, exchanges, and communication between managers and employees. While a large power distance can impede connections, interactions, and communication between teachers and school officials, a low power distance can help them (Uzon,2020). There is a strong correlation between teachers' organizational attitudes, values, and behaviors and the perceived power distance inside a school (Uzon,2020).



Moreover, crises of culture and a dearth of flexibility within university structures can stifle strategic adaptability (Parakhina, V.,2017), while differing approaches and a lack of comprehension among educational stakeholders can hinder the planning process. In the Philippine setting, education is frequently likened to a treasured family artifact that has been handed down through the ages. This comparison may have its roots in the stark fact that education is seen as a privilege in a nation where, as of June 2018, 3.6 million, or 9%, of 39.2 million Filipinos between the ages of 6 and 24 did not attend school Dolot,2021. Approximately 7 million pupils are not able to attend school because there are not enough resources to meet their educational needs, according to the Alliance of Concerned Teachers (ACT). In addition to being inaccessible, education in the Philippines is condemned for being strongly impacted by economic interests, authoritarian ideology, and colonial legacies (Dolot,2021).

In addition to the recent expansion of the K-10 program, the Department of Education must restructure its senior high school curriculum because of the program's general lack of popularity. Parents who are against the K-12 program have used this issue to strengthen their case since they see the extra two years of high school as a financial burden (PIDS,2023). Furthermore, deficiencies in the knowledge and skills of school leaders in strategic planning can further exacerbate implementation hurdles (Adelman, H. & Taylor, L., 2017).

As cited in the article of Reyes, 2021 which highlights how deficiencies in the knowledge and skills of school leaders in strategic planning can compound the challenges faced in implementing education reforms like School-Based Management (SBM) in the Philippines. Despite reform initiatives aiming to decentralize decision-making and improve equity, the mismatch between policy intentions and the complex realities on the ground can create significant hurdles. School leaders, lacking the necessary strategic planning skills, may struggle to navigate these challenges effectively. This can lead to difficulties in identifying and addressing the root causes of issues such as poverty, teacher shortages, and natural disasters, ultimately hindering the successful implementation of reform efforts (Reyes, 2021). Thus, addressing the knowledge and skills gaps among school leaders is crucial to overcoming implementation hurdles and fostering meaningful change in the education system. Therefore, while strategic planning holds immense promise, its effectiveness ultimately depends on overcoming these barriers to ensure successful execution and tangible organizational improvement.

Strategic plan acts like a road map that is aimed at helping the school achieve its goals and objectives. Strategic planning is vital in effective school management, and it is also important for meeting community needs as well as employee satisfactions among other student requirements. Organizational management activities such as strategic planning are used to choose what's most important, focus efforts and resources, strengthen operations, ensure that staff and others are working towards common goals, agree on desired results, and review and change the organization's direction as the environment changes (BSI, 2024).

A clear plan sets challenging yet reachable education goals, making sure everyone is working towards a shared vision for student success. Issues in education need quick attention because they harm school operations. Planning is important to fix these problems because it helps make a clear plan to solve organizational issues. When it comes to education, in the Philippines strategic planning is essential for ensuring the strength, sustainability and quality of institutions. The evolving landscape of education requires planning to address changing needs and obstacles. In



schools strategic planning involves adapting to situations promoting sustainability and prioritizing quality education. By focusing on these areas private education can effectively serve students. Strategic planning acts as a guide for institutions to improve quality and effectiveness in delivering education. By creating work plans, forming dynamic development teams and implementing strong management strategies schools can navigate the complexities of modern education with clarity and purpose (Priyambodo & Hasanah 2021).

Moreover, effective strategic planning does not streamline operations. Also fosters a culture of strong leadership within educational institutions. As highlighted by Al Omari (2020) it emphasizes the importance of data driven decision making skills that equip leaders with the ability to use information and insights, for driving meaningful change and innovation.

Furthermore, strategic planning excels ordinary solutions in educational organizations: it offers the methodology for considering long-term trends and developing change strategies in accordance with overarching goals to create sustainable progress. This organization regarding the needs of the ever-changing education system ensures that the promotion of quality and excellence in education will always be at the forefront. The number of models developed in the field of strategic planning reveals that they have been created in accordance with the specific goals of an organization. Considering the variety of models and their differences, educators can use them as blueprints for ensuring high education quality and the effectiveness of their organizations. For example, Byrne et al. (2019) suggested the academic model intended for health professions education. Grounded in theoretical underpinnings and rigorous research, this model not only provides insights into strategic planning within the healthcare education sector but also offers valuable lessons applicable to a broad spectrum of academic organizations.

Comparably, Byrne et al. (2019), triple helix model offers a framework for strategic planning focused on regional growth in education. This approach encourages uniformity and coherence in educational programs and eventually contributes to comprehensive regional development by promoting collaboration and resource consolidation among state authorities, educational groups, and companies.

Furthermore, Pasha and Bhupathyaaj's (2018) OMC model provides a structured method for strategic planning in higher education. This paradigm, which places a strong emphasis on framework building, process optimization, and outcome evaluation, offers institutions looking to effectively and clearly traverse the difficult world of strategic planning a thorough road map.

Thus, the closing of private schools in the Philippines emphasizes how critical it is to develop a strategic plan to deal with the difficulties that face educational establishments.

In order for schools to effectively navigate the complexities of the educational landscape, strategic planning can help them overcome obstacles including financial limitations, cultural differences, and leadership shortcomings. Proactive steps can be taken to guarantee the sustainability and quality of education for the benefit of students and the country at large through cooperation between governmental organizations, the commercial sector, and educational stakeholders.



II. REVIEW OF RELATED LITERATURES

In the complex and dynamic environment of educational management, strategic planning in private schools is essential for sustainability and growth. This process can be anchored on several key models that guide strategic planning across various industries, tailored to the nuanced needs of private educational institutions. These models provide insights into how organizations operate, make decisions, adapt to change, and pursue their goals effectively. Applying them could lead to more comprehensive and successful planning in private educational settings.

In private schools, as in many organizations, the framework used for strategic planning can vary based on the unique context and preferences of the school's leadership. However, analytical frameworks are commonly favored because they provide a systematic approach to dissect and understand complex issues, make evidence-based decisions, and adapt to changes in the environment. (Murphy et al., 2010). An analytical framework involves a detailed examination of the school's internal operations and external environment, including conducting SWOT analysis. Porter (1998) emphasizes the importance of analyzing the organization's internal and external environment to inform strategic decision-making. Porter advocates the use of analytical tools such as SWOT analysis to understand competitive forces and make informed strategic choices. This approach is well-aligned with the strategic planning processes detailed in literature about educational administration and strategic planning theories (Dimcheva & Stoyanov, 2019)

The outcomes of analytical thinking provide a solid foundation for setting strategic directions, anticipating future challenges, and equipping the school to adapt in a changing educational environment. It is critical for the upper echelons of leadership to utilize analytical thinking to shape a strategic vision, which then guides planning and decision-making throughout the institution.

While the analytical framework is prevalent, elements of rational and sequential frameworks might also be integrated. Simon's (1976) work on "bounded rationality" highlights the limitations of human decision-making, and he suggests that decision-makers strive for satisfactory solutions given their cognitive limitations, which aligns with the rational framework's focus on logical steps and clear goals. Rational frameworks focus on defining clear goals and objectives, followed by the planning of logical steps to achieve these goals. In private schools, the Rational framework helps to create a clear roadmap to guide institutional decision-making and resource allocation. It focuses on a logical sequence of developing an action plan to reach desired outcomes, making it a practical approach for achieving educational and organizational goals.

Sequential framework (Taylor, 1911) on the other hand suggests taking a step-by-step approach that aligns with specific stages of the strategic planning process. It is a structured method that allows an organization or school to move from one phase to another in a logical and organized manner. In private schools, the Sequential framework can help ensure that strategic planning is thorough, transparent, and methodical. By following a clear sequence of steps, schools can address their unique challenges and opportunities in a structured manner, leading to more effective strategy implementation and better outcomes for students and the school community. This framework also promotes accountability and can help maintain focus on the school's long-term goals.



Strategic planning in education often involves a blend of these frameworks, adapting to the needs and context of the school, as well as taking into account the dynamic nature of the educational landscape (Yulindasari et al., 2020). It is important to note that there is no one-size-fits-all framework, and school leaders may draw from various theoretical frameworks to create a customized approach that best serves their strategic planning goals

III. METHODOLOGY

Strategic planning in private education has come out as a key thing for effective governance and administration because of the changing context. The present systematic review aims to understand the state of strategic planning research among private educational institutions while discussing challenges, results and recommended practices in the area. For that reason, many sources including private school educators' experiences in Baguio City, respected websites and academic journals from all over the world were analyzed. This study used thematic analysis which is known for being a systematic approach to qualitative data offers an opportunity to carefully break down and organise rich information leading to identification of central themes and insights important for comprehending roles & usefulness of strategic planning in terms of educating privately (Rosala,2022).

IV. DISCUSSION

Strategic planning is a vital component of private schools that help the organizations to effectively wade through the complex waters of an ever-mutating education arena. It involves proactively identifying upcoming challenges and opportunities and formulating ways to address them in the future, in order to help the organization, succeed in the long term. This literature review delves into the challenges, outcomes, impact, and best practices of strategic planning in private schools with the help of recognized sources.

Challenges of Strategic Planning in Private Schools

Strategic planning in private schools presents unique challenges that require careful navigation to ensure success and sustainability. One of the key challenges is managing stakeholder interests effectively. Tatlah & Iqbal (2012) highlighted in their study entitled "Leadership Styles and School Effectiveness: Empirical Evidence from Secondary Level" the impact of participative leadership styles on school effectiveness, which can be crucial in managing stakeholder interests effectively. Private schools often have various stakeholders, including parents, teachers, students, alumni, and donors, each with different expectations and priorities. Balancing these interests while staying true to the school's mission and values can be a delicate task that requires open communication and transparent decision-making processes. Moreover, Ofoegbu & Obiweleuzor (2015) recommends a democratic, visionary leadership style that is actively involved and committed to change based on collective agreement to manage stakeholders' interests effectively.

Another significant challenge is the need to balance financial sustainability with educational goals. Private schools face the challenge of balancing financial sustainability with their educational goals (Sumarsono et al., 2020). Private schools must operate as businesses while also prioritizing educational excellence. This means making strategic financial decisions that support the school's long-term vision while providing high-quality education to students. Finding the right balance between tuition fees, operating costs, and investments in educational programs can be a complex process that requires careful planning and analysis. Private schools in the Philippines typically



allocate their budget based on their priorities and financial plans. The largest portion of their budget is usually devoted to the salaries of teachers and education staff. Other key allocations may include maintenance and operating expenses, educational programs and materials, infrastructure, and technology. Budgets are prepared at the school level, which allows for autonomy in financial management and the capacity to tailor the budget to meet the specific needs of the school and its students (Mehra et al., 2020) (Pauzi & Tabroni, 2021). In the Philippines, the funding for private schools primarily comes from tuition fees paid by students and their families. Tuition fees is the main source of income for most private schools, where families pay for the education services provided. The situation of public versus private school funding, where public education is government-funded and tuition is free, is outlined in the article "Dilapidated, overcrowded public schools in the Philippines" (Dilapidated, overcrowded public schools in the Philippines, 2014).

Additionally, private schools must be prepared to adapt to shifting educational or demographic trends. Being able to adapt to the shifts in education, particularly the transition from the K-12 curriculum to "MATATAG Curriculum," is essential for private schools. According to (Sathappan & Gurusamy, 2020) teachers are the implementers at the other end and they need time to upgrade and update themselves for any curriculum change. They need to be proactive in updating their instructional methods, curricular offerings, and educational tools to align with such changes. Moreover, Private basic education schools in the Philippines should indeed be geared up to adapt to demographic trends, including potentially decreasing enrollment numbers. An article titled "Bills, bills to pay for new school year" discusses concerns about rising tuition potentially leading to an increase in dropout rates and decrease in enrollment (Bills, bills to pay for new school year, 2012). This issue reflects the sensitivity of school enrollment to economic factors, which can be compounded by demographic changes. The landscape of education is constantly evolving, with new technologies, teaching methods, and student needs emerging regularly.

Private schools must stay agile and responsive to these changes to remain competitive and relevant in the education sector. This may involve updating curriculum, investing in professional development for staff, or implementing new technologies to enhance the learning experience for students. Nyagah (2015) recommended that there is also a need to equip school leaders with the necessary leadership skills, train all the stakeholders, allocate adequate funds to school and develop clear guidelines and create mechanisms to monitor formulation of strategic plans in schools. By proactively addressing these challenges through strategic planning, private schools can position themselves for long-term success and continued growth.

Outcomes and Impact of Strategic Planning

Strategic planning plays a vital role in shaping the success of educational institutions, with a range of positive outcomes and impacts. Managing stakeholders' interests effectively in private schools involves recognizing the crucial role of various stakeholders, including the Department of Education leaders, school heads, teachers, students, parents, elected officials, and community organizations. These stakeholders ensure the success of the school's plans and activities, contributing to a safe and conducive learning environment (Cabrera, 2017). For private basic education schools in the Philippines, stakeholders' cooperation and participation are essential, as highlighted in "The Research on Development Initiatives for Private Basic Education Schools" by Victor Corbito



Cabrera. Stakeholders' knowledge of school financing, engagement in the purchasing of instructional materials, and their overall involvement in the schools' operations and strategic initiatives greatly impact the quality of education delivered (Cabrera, 2017). Improved academic performance is a key benefit, as strategic planning allows schools to set clear goals, align resources, and implement targeted interventions to enhance student learning outcomes. By analyzing data, identifying areas for improvement, and implementing evidence-based strategies, schools can see a significant boost in academic achievement.

Increased enrolment is another important outcome of strategic planning. Where in specific strategies are employed to attract more students. For instance, research suggests that private schools can use particular marketing strategies, based on the attributes that parents value, to encourage higher enrolment levels (Parker et al., 2007). Moreover, strategic planning in the context of a private school can involve the school management team and include long-term models and plans with a mechanism for monitoring and evaluation to achieve set goals, which can lead to increased enrolment (Khan, 2008). By understanding market trends, student needs, and community expectations, schools can tailor their programs and services to attract and retain students. This can lead to a more diverse student body, increased revenue, and a stronger reputation in the community.

Enhanced financial stability is also a common result of strategic planning. By developing long-term financial plans, diversifying revenue streams, and controlling costs, schools can ensure sustainable operations and investments in key areas. By carefully managing their finances, private schools can ensure that they remain financially sustainable while also delivering excellent education. Furthermore, public-private partnerships can be established to enhance financial management in schools, allowing for significant autonomy for school managers. This innovative approach is discussed by Radzi et al. (2015). This approach enables schools to effectively utilize financial resources, ultimately leading to improved student outcomes. Financial sustainability is crucial for private schools as they strive to provide high-quality education while also operating as businesses. By efficiently managing their finances, private schools can ensure that they are able to meet their educational goals while also maintaining a financially sustainable operation.

Greater teacher satisfaction is a critical impact of strategic planning. By involving teachers in the planning process, providing professional development opportunities, and creating a positive work environment, schools can boost teacher morale and retention. Brown & Wynn (2009) suggests that leadership styles of principals that include support for new teachers and a commitment to professional growth are key factors in retaining teachers. Additionally, increasing teacher salaries, reducing workloads, and improving parent and student participation can contribute to higher retention rates (Hughes, 2012). Moreover, effective policies in recruitment and retention are crucial, as they must address factors influencing teachers' professional decisions (Podolsky et al., 2019). This, in turn, leads to better student outcomes, a more cohesive school culture, and improved overall performance.

Lastly, the development of an innovative and adaptable school culture is a key outcome of strategic planning. This is supported by Brent Davies in the article "Strategic Planning in Schools: An oxymoron?" (Davies, 1998). In this piece, Davies discusses the concept of 'strategic intent' and advocates for a new model that goes beyond the traditional 'school development planning' framework, emphasizing the ability of strategic planning to foster a



school culture that is both innovative and adaptable. By fostering a culture of continuous improvement, risk-taking, and collaboration, schools can stay ahead of trends, respond to changing needs, and prepare students for success in a rapidly evolving world.

Best Practices in Strategic Planning

One of the best practices in strategic planning is conducting a situational analysis. This involves assessing internal and external factors that may impact the organization, such as strengths, weaknesses, opportunities, and threats. By gaining this comprehensive overview, organizations can tailor their strategies to better align with internal capabilities and market conditions, thereby enhancing their competitive advantage and ability to respond to changes effectively (Namugenyi et al., 2019) (Lee, 2002). Also, by understanding the current landscape, organizations can make informed decisions about their strategy.

Establishing and reaffirming a clear vision and mission that guides the school's purpose and objectives, is another key practice. Ensuring these are known and embraced by the whole school community. Moreover, setting strategic and achievable long-term goals as well as short-term objectives that align with the vision and mission, with a focus on school improvement and excellence in education (Khan, 2008).

These statements serve as guiding principles for decision-making and help align employees towards a common objective. Another key practice is engaging stakeholders such as faculty, staff, students, parents, and board members in the strategic planning process to gain multiple perspectives and secure buy-in for the plan (Khan, 2008) (Zhou et al., 2018).

In addition, developing a clear communication plan to keep all stakeholders informed about the progress of the strategic plan and how they can contribute to its success.

Finally, establishing a mechanism for monitoring progress towards goals and evaluating the impact of strategic initiatives. This helps in making adjustments when necessary and ensures accountability (Khan, 2008). Regular monitoring and adjustments are necessary to ensure progress towards strategic goals. By following these best practices, organizations can enhance their strategic planning process and increase the likelihood of achieving their desired outcomes.

III. CONCLUSION

When it comes to leadership and administration in education, strategic planning is especially important for private schools since they must strike a balance between academic quality and financial viability. Setting out a course for long-term success and viability becomes crucial since private schools operate in unique environments with differing stakeholder expectations, regulatory frameworks, and market demands.

In the end, private educational institutions rely on strategic planning as an important source of guidance that could help them navigate through a constantly changing education scene. This study provides a basis for understanding the several roles played by strategic planning in private schools, through examining challenges, outcomes, impacts and best practices.



Therefore, stakeholder management challenges include incorporating financial sustainability with educational objectives and responding to changes in education or demographics. Nevertheless, proactive approaches towards these problems can create opportunities for long term success and continued growth in private schools.

The results and implications of having a plan are different and wide-ranging; from increased academic scores and higher enrollment rates to better financial stability and enhanced teacher morale. They also promote innovation and adaptability needed when dealing with an ever-changing educational environment.

Some of the best approaches to strategy formation include: taking into account current trends and developments in the company through a situational analysis, establishing clear vision and mission statements, engaging stakeholders, and monitoring progress; this roadmap gives direction to effective implementation. In essence, strategic planning is not merely a theoretical concept but a practical tool that empowers private schools to anticipate challenges, capitalize on opportunities, and chart a course towards excellence in education. Hence, as private educational institutions continue to evolve and adapt to the demands of the 21st century, strategic planning remains a cornerstone for sustainable growth and success.

In summary, a crucial topic of research in the field of education management is strategic planning in educational leadership and management within the framework of private schools. The studied literature offers insightful information about best practices, empirical research, and theoretical frameworks related to strategic planning in private school leadership. Private school administrators must apply strategic planning methods and comprehend the particular opportunities and challenges faced by the private education sector in order to navigate the ever-changing educational landscape and promote excellence and sustainable growth.

IV. RECOMMENDATIONS

1. **Conduct empirical studies:** While this literature review provides a comprehensive overview of strategic planning in private schools, there is a need for more empirical studies and case analyses to further validate the findings and explore the practical implementation of strategic planning in specific private school contexts.
2. **Focus on overcoming challenges:** Future research should delve deeper into the challenges identified in the literature review, such as managing stakeholder interests, balancing financial sustainability with educational goals, and responding to demographic shifts or curriculum reforms. Developing strategies and best practices to effectively address these challenges would be valuable for private school administrators and policymakers.
3. **Investigate the role of leadership:** The document highlights the importance of leadership in strategic planning processes. Future studies could examine the specific leadership styles, competencies, and practices that are most effective in facilitating successful strategic planning in private educational institutions.
4. **Explore contextualized strategic planning models:** While the document discusses various strategic planning frameworks (analytical, rational, and sequential), future research could focus on developing



contextualized models tailored to the unique needs and challenges of private schools in different regions or cultural settings.

5. Evaluate the impact of strategic planning: Longitudinal studies or case analyses could be conducted to evaluate the long-term impact of strategic planning on various aspects of private school performance, such as student achievement, financial stability, teacher retention, and organizational culture.
6. Collaborative research and knowledge sharing: Encouraging collaboration between researchers, private school administrators, policymakers, and other stakeholders could foster knowledge sharing and the development of practical solutions for implementing effective strategic planning in private educational institutions.
7. Explore the role of technology and innovation: As the educational landscape continues to evolve rapidly, future research could investigate how strategic planning can incorporate emerging technologies, innovative teaching methods, and new educational models to ensure the sustainability and competitiveness of private schools.

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