

VISIONARY LEADERSHIP IMPLEMENTATION OF STRATEGIC VALUES IN BUILDING THE REPUTATION OF EDUCATIONAL INSTITUTIONS

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Abstract

This study aims to analyze the role of visionary leadership in implementing strategic values to build the reputation of educational institutions. Visionary leadership is considered a key factor in directing the school's vision and mission, fostering a collaborative culture, and optimizing available resources. Using a qualitative descriptive approach, this research highlights how educational leaders embed values of innovation, accountability, transparency, and sustainability into school management practices. The findings indicate that visionary leadership not only enhances the quality of educational services but also strengthens public trust and institutional competitiveness. Therefore, visionary leadership serves as a strategic foundation for building a sustainable reputation of educational institutions in the era of globalization.

Keywords: *Leadership, Visionary, Implementation, Reputation, Education.*

INTRODUCTION

Every educational institution must fully recognize the importance of the concept of brand awareness. Brand awareness refers to the public's mental image and perception of a brand formed through various experiences and information. Therefore, strong brand awareness is a valuable asset for an educational institution because it can influence stakeholders' perceptions of the organization's communication across various aspects. Brand awareness also serves as a crucial step in strengthening an institution's reputation to become widely recognized. Moreover, brand awareness acts as an identity marker for educational institutions, built through multiple dimensions and components. To build strong brand awareness, visionary leadership from the school principal is essential—leadership that can guide the institution with clear visions and goals while generating a positive impact on its development. Visionary leadership is one of the key factors in ensuring the success of an organization in today's era of challenges and constant change (Handayani, 2024). A visionary leader must be able to see future opportunities and formulate strong visions and missions to guide the achievement of organizational goals (Khoriroh et al., 2024).

In the increasingly competitive world of education, institutional image has become a determinant of an institution's success. A school is not merely a place for learning; it is also an institution competing to build public trust to remain a top choice for educational services (Fadhli et al., 2023; Astuti et al., 2024). Therefore, communication strategies implemented by the public relations division must reflect the institution's values and respond to societal expectations regarding educational quality. The role of public relations has become even more critical in the digital era, as public perceptions are influenced by the information conveyed through various communication channels, particularly social media. Public Relations (PR) is an essential part of an institution's communication system, responsible for shaping and maintaining a positive public image. In the context of education, the task of PR is not only to disseminate information but also to build strong relationships with the community, parents, and other stakeholders. Through effective communication, PR can strengthen public trust and enhance the school's reputation (Jufaini, 2023; Rusyanti et al., 2021). PR activities include message processing, designing communication strategies, organizing school promotional activities, and establishing collaborations with mass media and local communities. Several previous studies have shown the significant role of PR in shaping an organization's image. Al Givari (2020) found that well-planned PR communication strategies can improve the reputation of educational institutions in urban communities. Meanwhile, studies by Haromain (2023) and Adzimah & Yaqin (2024) found that PR also plays a role in addressing public trust crises through transparent communication and public

participation. Other research has also highlighted the importance of visionary leadership in education. For example, Sevi Lestari and colleagues explain that visionary leadership can drive change and innovation in educational settings (Lestari et al., 2023). In the context of Islamic education, studies by Muhamad Iqbal and Muhammad Arif show that visionary leadership has a significant impact on the effectiveness of educational institutions (Iqbal & Arif, 2024). In addition, the concept of organizational culture has also received attention in various studies. Wahyudi Mokobombang and Nurasia Natsir emphasize that a strong organizational culture can enhance loyalty, efficiency, and competitiveness within an institution (Mokobombang & Natsir, 2024). Integrated quality assurance has been shown to be an important factor in improving educational quality within institutions (Okpala & Korzeniowska, 2023). This process helps institutions establish clear and consistent standards. Institutions that implement integrated quality assurance typically receive better accreditation. High accreditation ratings provide broader recognition from the public and stakeholders (Wijiharjono, 2024). Furthermore, institutions that apply integrated quality assurance tend to achieve higher accreditation outcomes. The accreditation process serves as an external recognition of the quality of education delivered. Through accreditation, institutions can strengthen their identity as providers of high-quality education (Romanowski, 2022). This is crucial for attracting prospective students and improving institutional reputation at both national and international levels. Based on this background, the objectives of this study are: (1) To analyze the role of visionary leadership in formulating and implementing strategic values in educational institutions. (2) To identify visionary leadership strategies in building a collaborative climate that supports innovation and creativity. (3) To explain how resource optimization through visionary leadership can enhance the reputation of educational institutions. (4) To illustrate the contribution of visionary leadership to strengthening public trust and increasing the competitiveness of educational institutions in the era of globalization.

METHOD

This research employs a literature study method with a qualitative approach, focusing on conceptual and reflective analysis of theories related to visionary leadership and their implementation within the context of educational management. The research data were obtained through an extensive review of books, scholarly journals, articles, and policy documents relevant to the issues of visionary leadership and the reputation of educational institutions. The data collection process involved selecting literature that discusses the role of visionary leadership in formulating and implementing strategic values, strategies for building a collaborative climate that supports innovation and creativity, as well as the optimization of resources to enhance institutional reputation. Data analysis was carried out using content analysis techniques by identifying key themes, linking theories to practice, and constructing a conceptual synthesis that explains the contribution of visionary leadership to strengthening public trust and improving the competitiveness of educational institutions in the era of globalization. The validity of the study was ensured through literature source triangulation, critical reflection, and comparison of analytical findings with empirical practices reported in previous research. Through this method, the study aims to provide a comprehensive understanding of how visionary leadership can serve as a strategic foundation for building a sustainable and competitive reputation for educational institutions.

RESULTS AND DISCUSSION

The Concept of Visionary Leadership

Leadership originates from the English word *to lead*, which means to guide or show direction. Terry explains that leadership is a relationship in which a leader influences others to voluntarily work on interrelated tasks to achieve the goals desired by the leader (Lestari et al., 2023). In other words, leadership is a relationship in which a leader influences individuals to work together voluntarily and strive to achieve predetermined objectives. In simpler terms, this concept shows that leadership is not merely about giving orders or instructions, but also about building strong and trusting relationships between a leader and their team members. Effective leadership is capable of motivating others to contribute voluntarily and enthusiastically, creating synergy that enables the achievement of shared goals. In this context, leadership requires communication skills, empathy, and the ability to understand the needs and aspirations of those being led. A good leader does not only focus on outcomes but also pays attention to work processes and team dynamics, ensuring that each individual feels valued and actively engaged in the journey toward collective success. This makes leadership both an art and a science in managing human relationships. The term *visionary* refers to having a vision—a bridge between the present and the future—which must be both realistic and idealistic. Realistic means acknowledging reality, while idealistic means believing that the envisioned dream can be achieved. Visionary leadership is a leadership concept focused on challenging future-oriented plans.

Leadership is an inseparable part of organizational operations. A leader within an organization is expected to guide the institution toward its predetermined goals, which is a key managerial function (Tampubolon, 2022). A leader acts as a connector between ideas, actions, and activities that contribute to accomplishing tasks (Gusli, Primayeni, Gistituati, & Rusdinal, 2021). The term “leader” is derived from “lead,” and leadership encompasses the authority and ability to guide others. According to Kartono, a leader is an individual with special talents that grant them authority and power to direct people toward common objectives. Visionary leadership refers to a leadership style that anticipates the future and takes steps to realize the envisioned goals. By providing guidance and understanding rooted in a vision, visionary leadership aims to give meaning to work and collaboration within the organization (Mardizal et al., 2023). The main characteristic of visionary leadership is having a clear vision and a strong focus on a challenging future. Visionary leadership in the field of education reflects high-quality leadership. John Adair outlines several characteristics of a quality leader: (1) possessing personal integrity, (2) being enthusiastic about institutional development, (3) fostering a warm atmosphere, culture, and organizational climate, (4) being calm in organizational management, and (5) being firm and fair in decision-making (Fajar & Nugraha, 2023).

From these explanations, it is clear that visionary leadership requires a well-defined vision. Visionary leadership is a leadership concept used to focus on future prospects and the challenges that come with them. School principals must lead their institutions with managerial roles characterized by innovative leadership in developing and strengthening institutional excellence. This includes being forward-oriented and working to advance the institution with superior quality and performance standards. Therefore, visionary leaders must be able to analyze all forms of institutional power to confront challenges, pressures, threats, and potential disruptions from various sources. This includes readiness to take risks, acting with integrity and strong moral principles, and being able to motivate and lead by example (Isnaini, 2020). Overall, visionary leadership plays a crucial role in shaping the future of an organization, creating positive change, and delivering meaningful impact to all stakeholders. With the ability to develop an inspiring and motivational vision and effectively manage change, visionary leaders can guide organizations toward long-term success and sustainability.

Strategic Values in Educational Management

Strategic values in educational management serve as a crucial foundation that determines the direction, quality, and reputation of an institution. These values encompass a strong commitment to a vision and mission oriented toward innovation, the implementation of visionary leadership capable of mobilizing all school members, and the strengthening of collaboration among teachers, students, parents, and the community. In addition, strategic educational management emphasizes efficiency and the optimization of resources—such as educators, facilities, and local potential—so that programs can be implemented effectively and sustainably. Accountability and transparency also play an essential role in building public trust in educational institutions. By integrating these strategic values, schools function not only as centers for knowledge transfer but also as hubs of innovation, character development, and reputation building amid global competition.

The value of innovation highlights the importance of continuous improvement in teaching methods, curriculum development, and the use of technology. Innovation enables schools to adapt to changing times, improve the quality of learning, and create more engaging and relevant learning experiences for students. Collaboration is a vital strategic value because education cannot operate optimally without the involvement of all stakeholders. Teachers, students, parents, and the community must work together to create a conducive learning environment. Collaboration also strengthens a sense of belonging to the educational institution and builds public trust. Accountability and transparency are important for maintaining public confidence in educational institutions. Every policy, program, and use of resources must be openly accountable. This not only enhances the school’s reputation but also fosters a culture of integrity within the educational environment. The final strategic value is an orientation toward reputation and sustainability. Educational institutions must focus on long-term achievements, build a positive image, and ensure the continuity of programs that support graduate quality. A strong reputation enhances the school’s competitiveness and reinforces public trust.

The Theory of Educational Institution Reputation

The theory of educational institution reputation emphasizes that reputation is the result of repeated public assessments of the quality, integrity, and performance of a school or university. Reputation is often understood as a “good name” shaped by public trust, stakeholder experiences, and the institution’s consistency in delivering high-quality educational services. According to the literature, the word *reputation* comes from the Latin *reputare*, meaning to consider or reflect repeatedly. Therefore, the reputation of an educational institution emerges from the

accumulation of positive perceptions continually built through academic quality, the character of educators, and the achievements of its graduates (Anggoro, 2022). Additionally, the theory highlights the strong relationship between reputation and competitiveness. Research shows that the reputation of a university or school significantly affects public trust and employment opportunities for graduates. Institutions with strong reputations are typically able to attract high-quality students, gain community support, and strengthen their position in global competition. Reputation is not merely an external image but also a reflection of the strategic values implemented consistently, such as innovation, collaboration, accountability, and resource optimization. Thus, educational reputation can be viewed as a strategic asset that determines the sustainability and credibility of an institution in the eyes of the public (Anggoro, 2022).

The Relationship Between Visionary Leadership and Institutional Reputation

Improving the school system is one of the key ways to enhance the quality of education. According to Imam (2021), efforts to carry out educational supervision can improve school quality and strengthen institutional structures. Improved educational quality within schools contributes to building a positive institutional image. The reputation of an educational institution is influenced by its ability to meet the expectations of stakeholders, such as students, parents, and the community. Institutional reputation must be based on value-driven innovation, historical credibility, and strong relationships with stakeholders. Innovation driven by a leader with a long-term vision includes the use of advanced educational technology, the development of curricula aligned with labor market needs, and the implementation of more interactive and project-based teaching methods. Visionary leaders also provide support to teachers and staff through ongoing training and professional development opportunities. These efforts increase the competence and motivation of teachers, thereby improving the quality of teaching and educational services. This has a positive impact on the institution's reputation and makes it more attractive to prospective students.

Building a positive image and reputation for an educational institution is a process that requires various interconnected strategies and actions. First, the implementation of clear and firm quality standards is essential. By setting high standards and applying them consistently, institutions can demonstrate their commitment to quality education, thereby enhancing the trust of students and the public. A transparent accreditation process is also crucial in building reputation. When educational institutions are open about how accreditation is conducted and present the evaluation results, the public becomes more confident that the institution meets established quality criteria. Additionally, being responsive to feedback from students, alumni, and other stakeholders shows that the institution cares about their needs and expectations, further strengthening its positive image. Promoting academic achievements, such as student accomplishments, is also important. When institutions successfully highlight their students' achievements at local and national levels, they attract more prospective students and industry partners. Finally, the use of social media and digital platforms allows educational institutions to reach a wider audience. Through engaging and informative content, institutions can communicate positive narratives about their strengths and innovations, further strengthening their image and reputation in the public eye.

Promoting student achievements is essential in building institutional reputation and increasing competitiveness. When students achieve success academically or non-academically, institutions should actively share this information through social media, websites, and other publications. This shows the public and industry partners that the institution is capable of producing high-achieving graduates. Through this approach, educational institutions can produce graduates who are not only academically strong, but also ready to compete in the job market. By integrating soft skills training into the curriculum, institutions demonstrate their commitment to preparing students not only academically but also in interpersonal skills needed in the workforce, such as communication, leadership, and teamwork. Institutions also actively publish achievements at national and international levels through social media and websites. This helps build a positive image and good reputation, while motivating other students to achieve higher accomplishments. This creates a healthy competitive culture and a productive learning environment where achievements are always appreciated and recognized. Stakeholder involvement—including alumni, parents, and industry partners—is also crucial for building trust. Involving them in program development and institutional activities demonstrates that the institution values their roles and contributions. Alumni success in the job market can serve as a powerful promotional tool, while media involvement in disseminating institutional achievements helps reach a wider audience. Positive media coverage strengthens institutional image and highlights the beneficial impacts it brings to society, thereby increasing public trust.

Implementation of Visionary Leadership in the Field to Enhance Educational Institution Reputation

The implementation of visionary leadership begins with the leader's ability to formulate a clear, relevant, and future-oriented vision and mission. A visionary outlook focuses not only on academic achievement but also on character development, creativity, and student competitiveness. With a strong vision, all members of the school community share a common direction in carrying out programs and activities, ensuring consistency in every strategic step. One of the primary characteristics of visionary leadership is effective communication. A leader with a strong vision must be able to clearly and convincingly convey the institution's goals, values, and direction to all stakeholders, including staff, teachers, students, and parents. Open, honest, and inclusive communication fosters trust, engagement, and loyalty within the educational community.

School leadership—particularly visionary leadership—has a significant impact on improving educational quality. In this context, the principal plays a vital role in creating a learning environment that supports the achievement of school goals. Visionary leadership involves several key roles (Ulpah et al., 2023): Direction Setter: The principal acts as the individual who determines the school's vision and objectives. This role requires the ability to create a clear plan for the institution's future, convince all school members of its importance, and set appropriate targets. The principal must also ensure that teachers, staff, and students feel involved and responsible for achieving the vision. Agent of Change: A visionary principal must serve as a driver of change. This includes leading improvements in various areas such as curriculum design, teaching methods, and technology integration. As agents of change, principals must be innovative and open to new challenges and educational needs. Spokesperson: The principal also acts as the institution's primary spokesperson internally and externally. They communicate the school's message, vision, and achievements to stakeholders such as parents, communities, and government bodies, advocating for the school's needs and aspirations. Coach: As a coach, the principal mentors and supports teachers and staff in achieving shared goals. This role requires building teamwork, providing constructive feedback, and creating an environment that fosters professional growth.

Visionary leadership is reflected in the creation of a collaborative culture within the school. Principals encourage teachers, students, and staff to work together in planning and implementing programs. This collaboration strengthens unity and opens opportunities for creative ideas from various contributors, making the school an ecosystem that supports meaningful innovation and learning. The implementation of visionary leadership is also evident in the leader's ability to optimize available resources. Limited facilities or funding are not viewed as obstacles but as opportunities for creativity. Leaders can utilize local potential, simple technologies, or community partnerships to support educational programs. Effective resource optimization ensures that every asset is used to enhance educational quality. Ultimately, the implementation of visionary leadership directly influences the institution's reputation. Schools led by visionary leaders become known for innovation, collaboration, and integrity. A strong reputation not only increases community trust but also strengthens the school's competitiveness at local, national, and global levels. Through visionary leadership, educational institutions can become centers for shaping adaptive generations ready to face future challenges.

Relevant Previous Studies

To strengthen this research, the researcher conducted a literature review by searching and identifying theories that have been previously developed. Based on the review of various sources, the following relevant literature was found:

The first study is by Lubna Taqiyah, supervised by Dr. H. Tasman Hamami, MA, in her thesis titled "*The Role of Transformational Leadership of School Principals in Improving the Quality of Teacher and Educational Staff Performance at SD Muhammadiyah Suronatan Yogyakarta.*" The study found that the principal had implemented transformational leadership roles that supported quality improvement, as well as made various efforts to enhance the performance of teachers and educational staff. The similarity with the current research lies in the variable of the school principal. However, the differences are: (1) Lubna Taqiyah's research focuses on transformational leadership, whereas this study focuses on visionary leadership. (2) Her study emphasizes improving teacher and staff performance, while this research focuses on brand awareness quality (Lubna Taqiyah, 2016). The second study is by Mar'atul Qibtiyah, in her thesis titled "*School Principal Strategies in Building the Image of Private Schools Toward Becoming Competitive Excellent Schools at SMP Ar-Rohmah Putri Malang.*" The findings show that the principal implemented various strategies to build the school's image. The similarity with the present study is also the variable of the school principal. The differences are: (1) Mar'atul Qibtiyah's study emphasizes strategies, while this research emphasizes visionary leadership of the madrasa head. (2) Her study focuses on school image, whereas this study focuses on brand awareness quality for the institution (Mar'atul Qibtiyah, 2018).

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Several other relevant studies also show that the role of public relations (PR) is crucial in shaping an organization's image. Research by Al Givari (2020) states that well-planned PR communication strategies can improve the reputation of educational institutions in urban communities. Meanwhile, studies by Haromain (2023) and Adzimah & Yaqin (2024) found that PR also plays a role in resolving public trust crises through transparent communication and public engagement. Research conducted by Sevi Lestari et al. explains that visionary leadership can drive change and innovation within educational settings (Lestari et al., 2023). In the context of Islamic education, studies by Muhamad Iqbal and Muhammad Arif show that visionary leadership has a significant impact on the effectiveness of educational institutions (Iqbal & Arif, 2024). In addition, the concept of organizational culture is also highlighted in various studies. Wahyudi Mokobombang and Nurasia Natsir emphasize that strong organizational culture can enhance loyalty, efficiency, and competitiveness within an institution (Mokobombang & Natsir, 2024). Integrated quality assurance has proven to be an important factor in improving educational quality in institutions (Okpala & Korzeniowska, 2023). This process helps institutions establish clear and consistent standards. Institutions that implement integrated quality assurance usually obtain better accreditation. Good accreditation provides wider recognition from the public and stakeholders (Wijiharjono, 2024).

CONCLUSION

Conclusion

Visionary leadership has been proven to be a key factor in building the reputation of educational institutions. Leaders who possess a clear and future-oriented vision are able to guide all school members toward a unified strategic goal, foster a collaborative culture, and optimize existing resources. The implementation of strategic values such as innovation, accountability, transparency, and sustainability positions schools not only as places of learning but also as centers for character development, creativity, and competitiveness. Through visionary leadership, the reputation of educational institutions can grow consistently, enhance public trust, and strengthen the institution's position in facing global challenges.

Recommendations

To strengthen the implementation of visionary leadership, school principals and educational leaders need to continually develop their capacities through leadership training, strategic management, and the utilization of educational technology. Schools are also encouraged to build collaborative networks with communities, businesses, and government institutions so that strategic values can be applied more broadly and sustainably. In addition, it is important for educational institutions to conduct periodic evaluations of the innovative programs they implement to ensure effectiveness and alignment with contemporary needs. With these efforts, visionary leadership will become increasingly evident in enhancing the reputation and sustainability of educational institutions.

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