

AL-QURAN READING AND WRITING DEVELOPMENT STRATEGY AT THE MA'HAD AL-JÂMIAH CENTER UIN MAULANA MALIK IBRAHIM MALANG

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Abstract: Islamic Religious Colleges (PTKI) play a key role in the development of Islamic studies, especially related to the study of the Qur'an. UIN Maliki Malang, through the Mahad Al-Jamiah Center, focuses on improving the skills of reading and writing the Qur'an with daily coaching programs. In 2019, UIN Maliki Malang achieved the highest Qur'an reading index among 14 UINs in Indonesia and ranked second in writing skills. This study discusses the management of the Qur'an coaching strategy at the Mahad Al-Jamiah Center using a qualitative descriptive method. The analysis process uses the Miles, Huberman, and Saldana approach which includes data condensation, data presentation, and drawing conclusions. The results of the study indicate that the management of Al-Qur'an ta'lim coaching combines planning, implementation, and evaluation to increase competitive advantage and achieve graduates with good Qur'an reading and writing skills, as well as Ulul Albab character. This Al-Qur'an ta'lim program is the foundation for forming graduates with the character of Ulul Albab, namely those who excel in Al-Qur'an reading and writing skills and have spiritual integrity. This strategy combines a managerial approach with a common goal, so as to be able to maintain competitive advantage in Al-Qur'an education in the Islamic higher education environment.

Keywords: strategic management, Al-Qur'an teaching

Abstract: Perguruan Tinggi Keagamaan Islam (PTKI) memegang peran kunci dalam pengembangan studi Islam, terutama terkait kajian Al-Qur'an. UIN Maliki Malang, melalui Pusat Mahad Al-Jamiah, fokus meningkatkan keterampilan membaca dan menulis Al-Qur'an dengan

program pembinaan harian. Pada tahun 2019, UIN Maliki Malang meraih indeks membaca Al-Qur'an tertinggi di antara 14 UIN di Indonesia dan peringkat kedua dalam kemampuan menulis. Penelitian ini membahas manajemen strategi pembinaan Al-Qur'an di Pusat Mahad Al-Jamiah dengan metode deskriptif kualitatif. Proses analisis menggunakan pendekatan Miles, Huberman, dan Saldana yang meliputi kondensasi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa manajemen pembinaan ta'lim Al-Qur'an menggabungkan perencanaan, implementasi, dan evaluasi untuk meningkatkan keunggulan kompetitif dan mencapai lulusan dengan keterampilan baca tulis Al-Qur'an yang baik, serta berkarakter Ulul Albab. Program ta'lim Al-Qur'an ini menjadi landasan untuk membentuk lulusan dengan karakter Ulul Albab, yaitu mereka yang unggul dalam keterampilan baca tulis Al-Qur'an dan berintegritas secara spiritual. Strategi ini memadukan pendekatan manajerial dengan tujuan bersama, sehingga mampu mempertahankan keunggulan kompetitif dalam pendidikan Al-Qur'an di lingkungan perguruan tinggi Islam.

Kata Kunci: Manajemen strategi, *ta'lim al-Qur'an*, *ma'had al-jâmiah*

INTRODUCTION

Islamic Religious Colleges (PTKI) are the main pillars in the development of Islamic religious studies at the higher education level. Graduates of PTKI undergraduate programs spread throughout Indonesia are expected to be able to become Islamic religious teachers who have in-depth knowledge and are able to unite various learning materials with Islamic principles. Discussion of Islamic principles is certainly closely related to the ability to read and write the Qur'an. Therefore, it is a must for PTKI to monitor and prepare its graduates to have general skills in the field of Islamic religion that are relevant to the needs of society.

The study of Islam cannot be separated from the study of the Qur'an as the primary source and holy book of Islam. As a Muslim, it is very important and a must to take wisdom from the contents of the Qur'an. In the era of digital progress, there are various online learning media that are easier to access, so that the role of Islamic religious teachers as the only source of learning the Qur'an is reduced. Moreover, many PTKI graduates still have low Qur'an reading and writing skills. Therefore, PTKI should set a standard for Qur'an reading and writing competencies for students in the PTKI environment, so that later Islamic religious teachers can contribute to Qur'an education in schools.

The competence of reading and writing the Qur'an for PTKI graduates has received serious attention, which is manifested through the Regulation of the Minister of National Education of 2019 Number 102 concerning the Competency Standards for Higher Education Graduates. These qualification standards require PTKI graduates to be able to demonstrate Islamic religious skills that are common in society, including: (1) reading and writing the Qur'an, (2) Arabic, (3) worship, (4) Islamic art, (5) preaching, (6) leadership, (7) collaborating with various stakeholders, and (8) solving life problems.¹

In the same year, namely 2019, the Research and Development and Training Agency released the results of the Research on the Ability to Read and Write the Qur'an of UIN Students in Indonesia. UIN Maliki Malang managed to achieve the highest score of understanding of reading the Qur'an with a score of 3.94 (in the range of 1 to 5), while the lowest score was obtained by UIN Sultan Syarif Qasim, Pekanbaru, with a value of 1.86. In terms of the ability to write the Qur'an, the highest indicator was achieved by UIN Sunan Kalijaga Yogyakarta (3.80), followed by UIN Maliki Malang (3.76)². This finding shows the direct implications of the Decree of the Executive Director of PTKI No. 102 of 2019 concerning Religious Criteria for Islamic Graduates of PTKI, which explains that Reading and Writing the Qur'an is one of the required qualifications.

In an effort to improve skills reading and writing the Qur'an, UIN Maliki Malang applies a coaching approach by maximizing the role of the Mahad Al Jamiah Center in developing organizations with the aim of guiding academicians through daily programs aimed at improving the skills of reading and writing the Qur'an. In addition, it aims to create an Islamic environment that supports ta'lim al-Quran, tashwit, qirâ'ah, tashîh and tahsin al-qur'ân. The existence of the Mahad al-Jamiah Center not only has an impact on the formation of Islamic higher education institutions, but also contributes to the empowerment of graduates who have intellectual and professional excellence.

¹ Kemenag. *Keputusan Direktur Jenderal Pendidikan Islam Nomor 102 Tahun 2019 Tentang Standarkeagamaanpendidikantinggikeagamaan Islam* (2019b).. Pendis.Kemenag.Go.Id. <https://pendis.kemenag.go.id/storage/archives/KEPDIRJEN102StandarKeagamaanPTKI.pdf>

² Kemenag, *Indeks Kemampuan Baca Al-Quran Mahasiswa UIN Malang Tertinggi*. (2019a).Www.Kemenag.Go.Id.

With high dedication in fostering the reading and writing of the Qur'an by the Mahad al-Jamiah Center, in 2019, UIN Maliki Malang was able to celebrate high achievements by obtaining the highest Qur'an reading index among 14 UINs throughout Indonesia, and achieving second place in the ability to write the Qur'an. Interestingly, UIN Maliki Malang students come from various religious educational backgrounds and have diverse Qur'an reading and writing skills. So, it is clear that the role of the Mahad Al Jamiah Center in improving students' Qur'an reading and writing competencies requires careful planning and strategy. This article will explain the management of the strategy for fostering reading and writing the Qur'an at the Mahad al-Jamiah Center of UIN Maliki Malang.

METHOD

The method applied in this study is field research which is a type of qualitative research using descriptive methods. Qualitative research is a series of procedures to produce a description of a broad framework and uses various methods in one research focus. This involves interpretation, a natural approach, and allows the development of approaches with relevant new theories³. The object of this study focuses on Ma'had Al-Jamiah UIN Maliki Malang, while the data sources used include primary data, such as the opinion of the leadership of Ma'had Al-Jamiah UIN Maulana Malik Ibrahim Malang. Relevant secondary data includes books, dissertations, theses, articles, journals, and other sources related to the theory of the role and literacy of the Qur'an, along with other relevant data. The purpose of data collection is to obtain creative knowledge, reliable materials, information, and facts that are believed to have been collected through documentation, observation, interviews, and literature studies. In order to reach the final findings, a qualitative analysis was used based on the approach described by Miles, Huberman, and Saldana, which includes three steps of activities that occur simultaneously: data condensation, data presentation, conclusions⁴

³ Creswell, J. W. *Qualitative Inquiry and Research Design: Choosing Five Traditions*. (Sage Publication. 1998)

⁴ Miles, M.B. Huberman, A.M. dan Saldana, J. *Qualitative Data Analysis, A Methods Sourcebook* (3rd ed.). (UI-Press. 2014)

DISCUSSION

A. Brief Overview of the Profile of the Ma'had al-Jami'ah Center UIN Maliki Malang

The Ma'had al-Jami'ah Center of UIN Maulana Malik Ibrahim Malang was founded on several foundations of thought, including⁵:

1. The perspective from an Islamic perspective values students as a community that deserves to be respected and praised (al-Mujadalah; 11). They are considered as prospective scholars (ulama) who are expected to be able to develop knowledge and enlightenment to society (al-Taubah; 122). Therefore, students are considered key players in driving the progress of Islamic society towards understanding in moving Islamic society towards its caliphate (Ali-Imran; 191). UIN Maliki Malang believes that the success of student education lies in the formation of identity as individuals who have: (1) broad knowledge, (2) sharp insight, (3) intellectual intelligence, (4) gentleness of heart, and (5) high spirit because of piety to Allah SWT.
2. In relation to achieving these goals, educational activities at the State Islamic University (UIN) Maulana Malik Ibrahim Malang are focused on empowering students' potential and interests through various activities, both curricular, co-curricular, and extra-curricular. The goal is to create a graduate profile that has: (a) independence, (b) readiness to compete with graduates of other universities, (c) global academic understanding, (d) the ability to lead and mobilize the community, (e) responsibility in developing Islam in society, (f) a noble attitude, and (g) the ability to be a role model for the surrounding environment.
3. The strategies described include institutional development efforts reflected in the following:
 - a. Reliable academic staff in thinking, research, and carrying out competitive scientific-religious activities.
 - b. Academic traditions that trigger the creation of academic authority for all members of the academic community.

⁵ Al-Jami'ah, P. M. *Pedoman Akademik Mahasantri Pusat Ma'had Al-Jami'ah UIN Maliki Malang tahun 2019*.

- c. Strong management and able to optimize all potential to stimulate creativity in the campus environment.
- d. The ability to think about the future anticipatory and take initiative.
- e. Leadership that is able to integrate all available potential into a force that supports the institution as a whole.
- f. The ability to form an Islamic culture that can enrich the morals of every member of the academic community.

In order to realize the last hope, it is important to ensure the existence of Ma'had which can intensively play a role in realizing Islamic higher education institutions that are oriented towards science and religion, while also strengthening the formation of professional and intellectual graduates. The importance of this cannot be denied, because through alumni who have participated in comprehensive human development, Ma'had has made a great contribution to the nation. Its presence in the Islamic Higher Education community is an inevitable need and will be an important pillar in the academic structure.

Since the leadership of KH. Usman Manshur, there has been a plan to establish Ma'had Sunan Ampel al-Aly for students of UIN Maliki Malang. However, the plan has not been realized. It was only during the leadership of Prof. Dr. H. Imam Suprayogo, who at that time served as the chairman of STAIN Malang, that the idea could be realized. The construction process began with the planting of the first stone on Ahad Wage, April 4, 1999. The event was attended by Kyai from all over East Java, especially from Malang Raya.

Over the past year, 4 new buildings have been built offering a total of 189 rooms (3 buildings with 50 rooms each and 1 building with 39 rooms). In addition, there are also 5 caretaker houses and 1 house for the director of the Ma'had. On August 26, 2000, this Ma'had was officially operated. At that time, 1041 students began occupying the buildings, consisting of 483 men and 558 women. They were new students from various faculties at UIN Maliki Malang⁶

On April 17, 2001, KH. Abdurrahman Wahid, the 4th President of the Republic of Indonesia, participated in the inauguration of the use of four Ma'had

⁶ Al-Jami'ah, P. M. *Pedoman Akademik Mahasantri Pusat Ma'had Al-Jami'ah UIN Maliki Malang tahun 2019*.

buildings. These four buildings were named mabna (building units) al-Ghazali, mabna Ibn Rusyd, mabna Ibn Sina, and mabna Ibn Khaldun. Several months later, an additional building with 50 rooms for 300 students was built and named Al-Farabi. In the inauguration ceremony, the Vice President of the Republic of Indonesia, Hamzah Haz, along with the First Vice President of the Republic of Sudan were also present to inaugurate the change of status of STAIN Malang to Universitas Islam Indonesia Sudan (UIIS).

Now, all Ma'had buildings are occupied exclusively by male students. Meanwhile, female students occupy four new buildings built since 2006. Two of them are known as mabna Ummu Salamah and mabna Asma' bint Abi Bakar, each with a capacity of 64 rooms for 640 people. Another one is called mabna Fatimah al Zahra with a capacity of 60 rooms for 600 people, and another one is called mabna Khadijah al Kubra with a capacity of 48 rooms for 480 people. Each room in the four buildings is designed to accommodate 10 people. Housing for male and female students is in separate locations within the campus area. In 2016, Ma'had Medicine was established under the name mabna Ar-Razi which is located on Campus II Batu City.

Based on the education guidelines issued through the Chancellor's Decree Number 3545 of 2022 dated August 8, 2022, Article 68 states the following⁷:

1. The Ma'had al-Jami'ah program is mandatory for undergraduate students to follow for one year in semesters 1 and 2 at the State Islamic University of Maulana Malik Ibrahim Malang.
2. The aim of the Ma'had al-Jami'ah Program is to form characters with spiritual depth, moral greatness, moderate religious attitudes, and the creation of a linguistic environment.
3. The learning plan at Ma'had is arranged by the Mudir/Director.

The organizational structure of Ma'had Al-Jami'ah consists of:

1. At the top of the Ma'had leadership is a Mudir who is appointed by the Chancellor, and is under the responsibility of the Vice Chancellor for Student Affairs and Cooperation.

⁷ Pendidikan, P. *Pedoman Pendidikan Universitas Islam Negeri Maulana Malik Ibrahim Malang*. (2022)

2. As the leader of Ma'had, Mudir is responsible for implementing education and fostering Islamic understanding based on the pesantren education model in the University environment.
3. In carrying out his duties, the Mudir is assisted by the Caretakers (Kyai) who serve as Head of Division (Kabid) of Ta'lim al-Al-Afkar, Head of Ta'lim al-Qur'an, Head of Language Division, Head of Security Division, Head of Islamic Boarding School Division, Head of Ubudiyah Division, and Head of Household Division.
4. The caretakers (Kyai) are tasked with assisting the Mudir in leading and coordinating the activities of the Ma'had in each mabna.
5. The Head of the Ta'lim al-Al-Afkar Division is responsible for supporting the Mudir to direct and coordinate the implementation of the Ta'lim Al-Afkar program at Ma'had.
6. The Head of the Al-Qur'an Ta'lim Division is responsible for supporting the Mudir to direct and coordinate the implementation of the Al-Qur'an Ta'lim program at the Ma'had.
7. The Head of Language Division is responsible for supporting the Mudir to direct and coordinate the implementation of language activities at Ma'had.
8. The Head of Security is responsible for supporting the Mudir to direct and coordinate security and order in the Ma'had.
9. The Head of the Santrian Affairs Division is responsible for supporting the Mudir to direct and coordinate the implementation of santrian activities at the Ma'had.
10. The Head of the Ubudiyah Division is responsible for supporting the Mudir to direct and coordinate the implementation of Ubudiyah activities in Ma'had.
11. The Head of Household Affairs is responsible for assisting the Mudir in organizing and coordinating the implementation of household affairs at Ma'had.

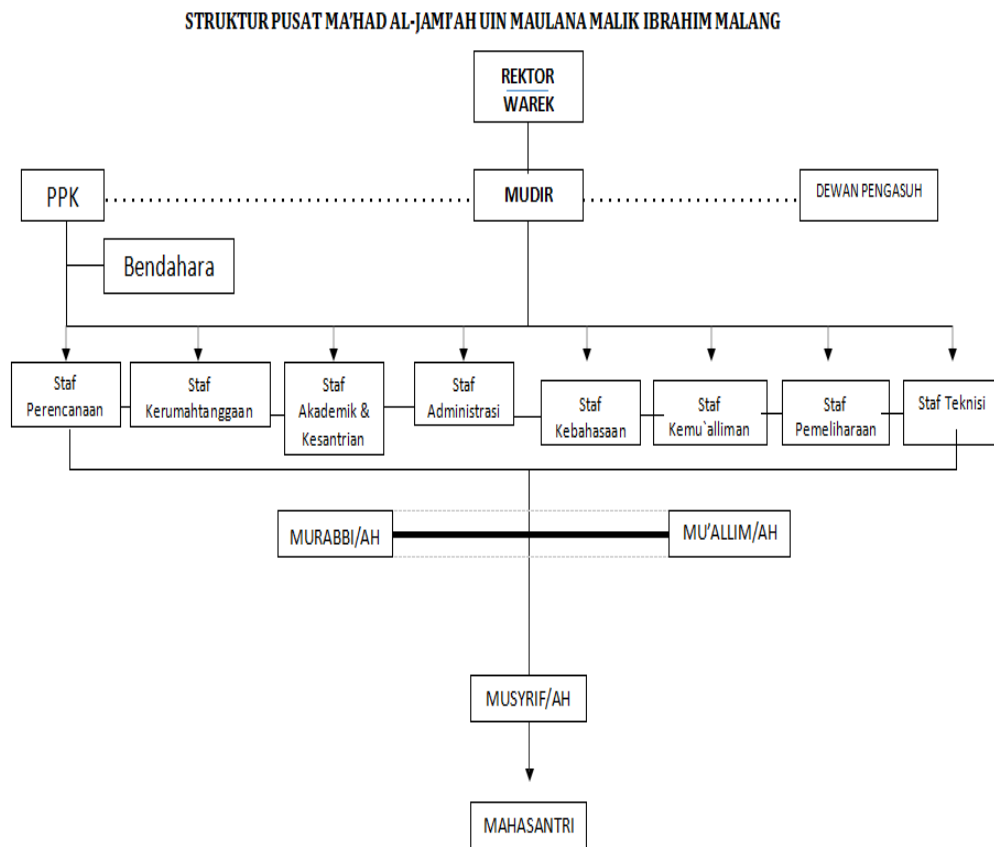


Image 1. Organizational structure chart of Ma'had Al-Jami'ah

According to Projoedi as quoted by Engkoswara and Aan Komariah in their book entitled "Educational Administration," an organization can be explained as a framework that regulates the relationship between individuals who have their respective roles and work collaboratively to achieve predetermined goals⁸. The organizational structure functions to maintain the smooth implementation of tasks and regulates in detail the authority, work, responsibilities, and relationships between individuals. Thus, everyone can know their role, duties, responsibilities, obligations, functions, work, rights, authorities, and hierarchy in the organization and how to interact with each other⁹.

⁸ Komariah, E. dan A. *Administrasi Pendidikan*. (Bandung: Alfabeta. 2012)

⁹ Muljawan, A. Struktur Organisasi Perguruan Tinggi Yang Sehat Dan Efisien. *Jurnal Tabdzibi*, 4(2). (2019).

The place where teaching and learning activities are carried out to achieve the desired educational goals is called an educational organization. Meanwhile, organizing education refers to the process of forming a place or system to carry out educational activities to achieve the desired educational goals¹⁰.

In general, the study of the Qur'an at the Ma'had Al-Jami'ah is under the supervision of the Chancellor/Vice Chancellor for Student Affairs and Cooperation, and is led by the Ma'had/Mudir.

The implementation of the Ta'lim al-Qur'an program includes organizing the learning of the Qur'an twice a week for two semesters. As part of the evaluation, the school conducts monitoring activities, mid-term exams, and final exams according to the academic calendar.

The implementation of Ta'lim al-Qur'an involves several elements, namely:

1. Head of Al-Quran Teaching Division,
2. *Muallim/ah*,
3. *Mushobih/ah*,
4. *Murabbi/ah*, And
5. *polytheist/disbeliever*.

All components of society in the school, starting from the council of kyai, mudîr ma'had, head of the division of ta'lim Al-Qur'an, mu'alim/ah, mushohih-Mushohihahmurabbi/ah, musyrif/ah, muharrik/ah, are central figures who play a crucial role in organizing the ta'lim al-Qur'an program. This program aims to realize the vision of the campus, namely spiritual depth, moral greatness, and breadth of knowledge in accordance with the mission of the center of the al-Jami'ah Islamic Boarding School. They also play a role as the main drivers of the community in the Islamic Boarding School in integrating the campus education model with the Islamic boarding school education system.

¹⁰ Sagala, S. *Memahami Organisasi Pendidikan Budaya dan Reinventing Organisasi Pendidikan*. (Bandung: Alfabeta. 2013).

B. Strategic Management of the Ma'had al-Jâmi'ah UIN Maliki Malang Center in the Development of Reading and Writing of the Qur'an

In the center of Ma'had Al-Jami'ah, the Ta'lim Al-Qur'an section, which is one of the leading activities in Ma'had, applies strategic management, especially in the field of educational strategy management. According to Prim Masrokan, educational strategy management is a vital process in managing educational institutions, which involves human and non-human resources to achieve educational targets efficiently and effectively (Mutohar, 2008)

In this case, strategic management refers to a series of key decisions and actions taken by leaders and carried out by all organizational staff to achieve organizational goals effectively (Siagian, 2001).

Based on the concept of strategic management and the description of the strategic management model by Hunger and Wheelen, there are four basic elements, namely (1) environmental analysis, (2) strategy formulation, (3) strategy implementation, and (4) evaluation and control (Muljawan, 2019). In the context of this research, the management strategy in the Al-Qur'an Reading and Writing Guidance at Ma'had al-Jâmi'ah UIN Maliki Malang can be described as follows:

1. First, Strategy Formulation

Strategy formulation includes establishing the organization's mission, setting specific goals that can be achieved, formulating strategies, and establishing policy guidelines.

a. Mission

In the context of strategic management, ta'lim al-Qur'an is an integral part of the activities of the ma'had, which aims to achieve the mission of the ma'had organization as follows:

- 1) Ensuring that students have strong faith, spiritual depth, noble morals, and breadth of knowledge.
- 2) Holding Al-Qur'an studies and classical book studies.
- 3) Improve Arabic and English language skills
- 4) Conducting integrated learning assistance between Ma'had and University activities.

This mission statement is a specific and fundamental purpose that distinguishes this organization from others, explains the type of organization, and identifies the programs offered. From this mission, planning for the Qur'an teaching program formulates goals, strategies, and policies to improve the quality of reading the Qur'an of students at the center of the al-Jami'ah school. In implementing the teaching of the Qur'an at the school, strategy development is carried out through planning that takes into account the context of the organization's society.*school* which is not only oriented towards the present but also towards the future and leads to achieving goals that involve elements of motivation for renewal, dynamic, normative and creative.

Specifically, the aim of the Al-Quran Reading and Writing Program is to strengthen the foundation of the identity of UIN Maulana Malik Ibrahim Malang students and improve understanding and skills in the science of reading and writing the Al-Quran, including tajwid, makhorijul huruf, ghorib, qira'ah, tartil, and interpretation.

The Al-Qur'an study program also participates in realizing the vision, mission, and goals of UIN Maliki Malang which was renewed in 2020, namely "The realization of integrative higher education in combining science and Islam with an international reputation." Meanwhile, the mission of UIN Malang is "to produce graduates with Ulul Albab character and produce relevant science, technology, art, and highly competitive culture". The Al-Jami'ah Ma'had Center is considered capable of implementing the campus vision with one of the missions of the establishment of the Al-Jami'ah Ma'had Center, namely organizing Al-Qur'an learning to produce a Qur'ani generation.

The Qur'anic generation refers to students who are serious about loving the Qur'an, are proficient in reading and writing the Qur'an, and understand the verses contained in the Qur'an deeply. They are able to apply the teachings of the Qur'an in everyday life, which is reflected in their behavior and morals. Thus, it is hoped that students can emulate

the morals of the Prophet Muhammad SAW which are the embodiment of the teachings of the Qur'an. This is in accordance with the vision and mission of the UIN Maliki Malang campus, namely to produce graduates who are 'ulul albab.

In addition, the belief and responsibility to produce PTKI graduates who have superior competencies including the ability to read and write the Qur'an is emphasized in the Regulation of the Minister of National Education of 2019 Number 102 of 2019 concerning the Competency Standards of Higher Education Graduates. The Expertise Competency Qualification emphasizes that PTKI graduates are expected to be able to demonstrate Islamic religious skills that are common in society, including the ability to read and write the Qur'an.¹¹

The trust of these stakeholders plays a role that cannot be separated from their position, although both have differences, but are closely related. A person has a role because of his status in society or a particular organization, although the status differences between individuals, but each plays a role according to their status. Furthermore, Al-Jami'ah school divides this trust into several derivatives in the form of roles that are divided based on the scope of work and responsibilities of each.

2. Target

Objectives are the end result of planned activities and indicate the desired achievement, as well as the method, time, and measurement if possible. Achieving corporate objectives must successfully achieve the organization's mission¹². Program *study of the Qur'an* is a mandatory program for first and second semester students at UIN Maliki Malang, which is determined based on:

¹¹ Pendis. (2021). *No Title*. Kemenag.Go.Id.

¹² Muljawan, A. Struktur Organisasi Perguruan Tinggi Yang Sehat Dan Efisien. *Jurnal Tahdzibi*, 4(2). (2019).

- a. Joint Decree of the Minister of Religion and Minister of Home Affairs of the Republic of Indonesia No. 44 A and 124, 13 May 1982 concerning Improving the Ability to Read and Write the Qur'an for Muslims.
- b. Instruction of the Minister of Religion of the Republic of Indonesia No. 3 of 1990 concerning Improving the Ability to Read and Write Arabic Letters (BTHQ).
- c. Law .20 of 2003 concerning the National Education System;
- d. Government Regulation No. 55 of 2007 concerning Religious Education and Religion.
- e. Regulation of the Director General of Islamic Education, Ministry of Religion of the Republic of Indonesia No.: Dj.I/12A of 2009 concerning Extracurricular Activities in Islamic Religious Education.
- f. Law no. 12 of 2012 concerning Higher Education;
- g. Presidential Decree No. 50 of 2004 concerning the Change of Status of STAIN Malang to UIN Malang;
- h. Government Regulation No. 4 of 2014 concerning the Implementation of Higher Education and Management of Higher Education Institutions;
- i. Decree of the Minister of National Education No. 232/U/2000 concerning Guidelines for the Preparation of Higher Education Curriculum and Assessment of Student Learning Outcomes;
- j. Decree of the Chancellor of UIN Maliki Malang No. Un/PP.01.2/4030/2017 concerning the 2017 Education Guidelines of UIN Maliki Malang.

Main objectives of the program *study of the Qur'ans* so that students can read the Qur'an fluently according to the guidance of tajwid science, and memorize certain letters. For students who take the interpretation class, it is expected that they will be able to explain the Islamic laws contained in the interpretation book and apply them in everyday life. In order to support this role, there are several supporting elements

in *school* which acts as *support staff*, aims to improve reading and writing skills for students, namely:

- a. Division *Qiro'ah* focuses on improving the Qur'an reading skills of division members, developing potential in the field of the art of Qur'an reading (*recitation*), understanding, appreciation, and practice of the contents of the Qur'an, as well as the preservation of Qur'anic arts and culture through routine practice, qiro'ah parades, and lailatul qiro'ah.
- b. The Calligraphy Division aims to train calligraphers to have quality writing and according to the rules through regular practice with experienced tutors using the Hamidy Method, regular practice, individual assignments, making muqahhar, socialization of Ahaly Hamidi Malang, Calligraphy School, comparative studies, exhibitions, and participation in competitions.

3. Strategy

Schools an academic building that combines the traditions of Islamic boarding schools and universities. In addition to carrying *Islamic teachings of the past*, the main focus is coaching in reading and writing the Qur'an. Activities such as *Ta'lim al-Qur'an*, *tashih al-Qur'an*, *khatmil al-Qur'an*, and *Qira'atul Qur'an workshop* is the pulse of *lifeschool*. Strategy *study of the Qur'an* which is implemented with the aim of achieving the mission carried out by *school*, among others:

a. Classification of Al-Qur'an Ta'lim Classes

- 1) Basic Class: intended for students who are not yet fluent in reciting the Qur'an.
- 2) Qiro'ah Class: intended for students who are already fluent in reciting the Qur'an, but still need to understand the rules of reading the Qur'an (tajwid).
- 3) Tartil Class: intended for students who are fluent in reciting the Qur'an and understand the rules of reading the Qur'an, but still need to understand the ghara'ib of the Qur'an.

- 4) Tafsir Class: intended for students who are proficient in the science of tajwid, ghara'ib al-Qur'an, and have Arabic language skills.
- b. Mu'allim/ah *study of the Qur'an* minimum Master's degree
To improve the quality of education, the *school* obligatory *navigator/ah* have at least a Master's degree and pass the recruitment selection *navigator/Ah study of the Qur'an* in accordance with the standards set by *school*.
- c. *The Quranic Recitation* this is led by the *Mushtahir/ah* who has obtained the sanad of memorizing 30 juz of the Koran.

4. Policy

As a continuation of the strategy, the policy provides general guidance for decision making in the organization. The policy is an outline related to the implementation of the strategy. One of the policies of the Quranic study in improving the development of reading and writing the Quran in the ma'had is:

- 1) Graduation from the Ta'lim Ma'hadi program which includes Ta'lim al-Afkar al-Islamiyah, Ta'lim al-Qur'an and Ta'lim Language (Arabic-English) at Ma'had is a requirement to take the Islamic Studies course.
- 2) Proof of shahadah tashih al-Qur'an 30 juz from Ma'had as a requirement to take the comprehensive exam and complete the Final Assignment or Thesis at the respective Faculty.

B. Second, Strategy Implementation

The implementation of the strategy is not just a plan, but also the key to transforming plans and policies into real actions through program development, budget allocation, and implementation procedures¹³. In the context of this study, the implementation of the strategy in fostering students' reading and writing of the Qur'an can be explained as follows:

¹³ Muljawan, A. Struktur Organisasi Perguruan Tinggi Yang Sehat Dan Efisien. *Jurnal Tabdzibi*, 4(2). (2019).

1. Program

According to Muljawan, a program refers to activities or steps designed to achieve specific, strategic, and action-focused goals. The following are details of the program¹⁴:

- a. *Study of the Qur'an* held on Tuesday and Friday every week, starting at 19.30 WIB–21.00 WIB. This activity is led by the Caregivers, *Mu'allim/ah*, and assisted by *polytheist/disbeliever* and Tahfidz students.
- b. *The Quranic Recitation* held every Monday-Thursday every week, starting from 08.00 to 12.00 WIB.
- c. Khatmil Qur'an Program which is held on the last Friday night of every month.
- d. Qira'atul Qur'an workshop class is a special class aimed at students who do not yet understand how to read and write the Qur'an as a whole
- e. *The Reciters of the Qur'an* held every Monday, Wednesday, and Thursday starting from after dawn until 05.45. In the three days, one day students independently read the Qur'an with a companion, one day for memorizing the Qur'an, and one day for writing the Qur'an.

2. Procedure

Standard Operating Procedure (SOP) is a series of steps or techniques that explain in detail how to perform a particular task or job¹⁵. Below are the procedures for Ta'lim Al-Qur'an at Ma'had:

- a. After successfully registering as a UIN Maliki Malang student, students show the Ma'had Entrance Card (KTMM) that they have obtained from the university during re-registration.
- b. Undergoing the Ta'lim Al-Qur'an placement test as a reference in determining the class.
- c. Participate in all Al-Qur'an Ta'lim activities in Ma'had.

¹⁴ Muljawan, A. Struktur Organisasi Perguruan Tinggi Yang Sehat Dan Efisien. *Jurnal Tahdzibi*, 4(2). (2019).

¹⁵ Muljawan, A. Struktur Organisasi Perguruan Tinggi Yang Sehat Dan Efisien. *Jurnal Tahdzibi*, 4(2). (2019).

- d. Students who do not yet meet the requirements in the field *Study of the Qur'an* must follow a remedial program until they are declared to have passed before they can register for religious courses at their respective faculties.
- e. For students who have not succeeded in completing the khatam during the first year at Ma'had, especially the first year class *Basic And Qiro'ah*, can continue tashih in the following year by registering at the beginning of the odd semester.
- f. If you have successfully completed the reading *tashih* has been deemed appropriate by *The Authentic* to get the shahadah tashih, students can pick it up at the Ma'had office on the condition that they submit a monitoring book that has been signed by their Mushohih. The Tashih results will be summarized by the academic section and uploaded to siakad.

3. Third, Evaluation and Control

The strategic management process has a major and long-term impact through the decisions it produces. Strategic evaluation is vital to ensure the achievement of predetermined goals¹⁶. Meanwhile, strategic control involves determining the extent to which the success of the educational strategy can be measured both qualitatively and quantitatively¹⁷. This control process aims to ensure that the organization achieves its predetermined targets, by comparing actual performance with expected results, and providing the necessary feedback for evaluation and improvement¹⁸. The evaluation and control process involves monitoring and assessing the actual performance of an organization in comparison with the desired performance. Both of these processes are important aspects of strategic management.

¹⁶ D. Hartono, *Kepemimpinan Spiritualitas Para Pemimpin Sukses dari Dogma Teologis Hingga Pembuktian Empiris*. MQA. (2011).

¹⁷ N. Kholis, *Manajemen Strategi Pendidikan*. (Surabaya: UIN Sunan Ampel Press. 2014)

¹⁸ M. I Yusanto, *Manajemen Strategis Perspektif Syariah*. (Jakarta: Khoirul Bayan. 2023).

The following are forms of field evaluation and control *study of the Qur'amin* developing students' reading and writing skills of the Qur'an:

- a. The Ma'had exam is held to evaluate the level of success of the students' learning in each program. *study in School*.
- b. Exams are held during mid-semester and end-of-semester based on the academic schedule. *school*.
- c. Monitoring reading practice skills *al-Quran*, done by *polytheist/ah* validated by *murabbi/ah, mu'allim/ah* as well as caregivers for each mabna
- d. conducted every mid-semester and end of semester.
- e. The remedial exam is intended for students who have not succeeded in *Ma'had teaching* previous year.
- f. Evaluations are carried out every semester, requiring students to attend activities. *study* minimum 75%. Related to reading practice skills *al-Qur'an*, monitoring is carried out by each companion (*polytheist/ah*) where the report on the results of the practice is validated by *murabbi/ah, mu'allim/ah* and Caregivers for each mabna
- g. Students must be able to perform tashih readings of 30 Juz in front of them *mushabih/ah*. For those who meet the requirements, this will be given *Shahada* as evidence to take the comprehensive exam before the thesis exam. Meanwhile, for those who have not met the requirements until the specified deadline (specifically for classes *Basic And Qiro'ah*), they are still required to memorize 30 Juz in the following semester, no later than 8 semesters or before the comprehensive exam.

Based on the analysis presented, it can be concluded that the main findings of this study indicate that the Ma'had Al-Jami'ah Center plays a significant role in facilitating the development of Al-Qur'an reading and writing skills for UIN Maliki Malang students. This Ma'had is considered successful in carrying out its responsibilities and the rights inherent in its status, by integrating management functions to make strategic decisions related to the development of the implementation of Al-Qur'an ta'lim. Soekanto Soerjono's opinion supports this view, that the role emphasizes function, self-adjustment, and process, and that individuals who fulfill their

rights and obligations according to their position are considered to be carrying out a certain role.¹⁹

Strategic management implemented by the Ma'had in the Al-Qur'an ta'lim program basically combines strategic concepts with management functions, namely planning, implementation, and evaluation. The main objective is to maintain or improve competitive advantage in fostering and improving the skills of reading and writing the Al-Qur'an for students. In this context, the role of the Al-Qur'an ta'lim program is a behavioral concept that can be adopted by individuals in the Ma'had community as an organization with a common goal of achieving a graduate profile with Ulul Albab character and good quality in reading and writing the Al-Qur'an.

Ahmad Yunus's opinion supports the importance of the planning stage in management, because planning is the initial foundation in forming a clear and directed work guide, so that organizational activities can be directed to achieve the goals set. Implementation is an important stage in realizing the plan that has been made, while evaluation plays a role in comparing the targets set in the plan with the realization of the implementation results. Thus, evaluation provides important feedback for the refinement and improvement of program effectiveness²⁰.

CONCLUSION

Strategic management implemented by the Ma'had, especially in the Al-Qur'an ta'lim program, basically combines strategic thinking with management functions, which include planning, implementation, and evaluation. The main goal is to maintain or improve competitive advantage in fostering and improving the ability to read and write the Al-Qur'an for students. In this context, the role of the Al-Qur'an ta'lim program becomes a behavioral concept that can be adopted by individuals in the Ma'had environment as an organization that has a common goal to achieve a graduate profile with Ulul Albab character and good Al-Qur'an reading and writing skills.

¹⁹ S. Soekanto, *Sosiologi Suatu Pengantar* (Baru). (Jakarta: Rajawali Pers. 2009).

²⁰ A. Yunus, *Perencanaan, Implementasi dan Evaluasi Kebijakan (Evaluasi Fungsi Manajemen)*. (majelengka: Unit Penerbitan Universitas Majalengka. 2014).

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