

The Role of Stakeholders in Preparing the Strategic Plan for the in the Akademi Komunitas Perkebunan Yogyakarta (AKPY) Library

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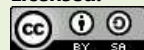
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ABSTRACT

This study aims to analyze the role of stakeholders in the preparation of the strategic plan for the library in Akademi Komunitas Perkebunan Yogyakarta (AKPY) as well as the challenges faced and opportunities to improve collaboration between parties. Using descriptive qualitative method with purposive sampling technique, data were obtained through observation, semi-structured interviews, and documentation. The results showed that stakeholders, including students, librarians, commission team, treasurer, deputy director, and director, have strategic roles in providing input, collecting, and analyzing the necessary data. Their active participation ensures that the library's strategic plan is in line with academic needs and supports the institution's vision and mission. Librarians play a role in developing operational strategies, while the commission team provides collection recommendations based on the curriculum. The treasurer ensures efficient budget allocation, and the director directs the development of library programs that are in line with the institution's goals. The research also identified AKPY's library strengths, such as digital-based collections and librarian competence, as well as weaknesses such as limited facilities and print collections. External threats, such as vandalism and technological developments, are challenges that must be overcome through innovation and cross-sector collaboration. The findings confirm the importance of participatory and technocratic approaches in the preparation of aspirational strategic plans. Thus, this study provides practical recommendations to strengthen the role of stakeholders in supporting the library as a center for information and vocational-based learning in the plantation sector.

Keywords: AKPY Library; Library Collaboration; Stakeholders; Strategic Plan

1. INTRODUCTION

Libraries are institutions that manage collections of written works, printed works, and / or recorded works professionally with a standardized system to meet the educational, research, preservation, information and recreational needs of the users (Indonesia, 2007). While the college library is an element supporting the Tri Dharma of higher education (Irfan & Fitriasi, 2018) in order to support these activities, the college library has several functions including: educational functions, information sources, research support, recreation, publication, deposit, and interpretation of information (Jayanti & Arista, 2018). The implementation of higher education libraries must meet the national standards for higher education libraries which consist of collection standards, facilities and infrastructure, services, staff, organization, and management (Indonesia, 2007) which are able to facilitate the Tri Dharma activities of higher education and play a role in improving the academic atmosphere.

The college library will continue to grow if it has a strategic plan that is in line with its parent institution (Kisman, 2016). A strategic plan is a document that contains a plan that aims to achieve the results set by the organization within a certain period of time (Prasetyo & Laksmi, 2021). In order to carry out the Tri Dharma of Higher Education, each Higher Education prepares a strategic plan that contains a vision, mission, goals, short, medium, and long term work programs, and strategies for achieving them (Wirawan & Manuputty, 2021). The library, as one of the important components in higher education, in making a strategic plan must be in line with the strategic plan of its parent institution (Cox, 2021). The strategic plan is used by the library for guidance in preparing work programs and ensuring that the main tasks and functions of the library are in line with the vision and mission of the university (Hamad et al., 2021).

In the preparation and implementation of the university library strategic plan, the role of *stakeholders* is crucial (Samsidar & Nazir, 2021). *Stakeholders*, which include university leaders, librarians, and users, contribute to formulating the library's vision and mission. They also help identify the potential, opportunities, and constraints faced. Through this collaboration, the library can develop policies that are responsive to changes in the academic and social environment, ensuring that the services provided match user needs (Farid et al., 2023). Thus, the active involvement of *stakeholders* not only increases the effectiveness of the strategic plan but also strengthens the library's position as an information center in higher education.

In addition, the dynamics that occur in higher education affect the predictions and expectations of the library (Ashiq et al., 2021). Some internal factors that affect the library are different information needs ranging from study programs, research groups, to student activity units that also need to be accommodated (Pebriany & Nelisa, 2021). While external factors that require libraries to be adaptive and innovative are the rapid development of technology and information, changes in the learning curriculum, and demands for accreditation (Aamira, 2023). So, in this case *stakeholders* become very important to identify the most pressing needs and to help formulate the most effective strategies. This process allows the library to not only respond to change, but also take the initiative in anticipating future needs.

Effective stakeholder involvement in developing this strategic plan is determined by the methods and approaches used (Murugi & Mugwe, 2023). An effective approach to use is participatory which can encourage open discussion, respect for opinions, and transparency in decision making so that it can produce stronger commitment from all parties (Nonet et al., 2022). Therefore, choosing the right method and being able to accommodate the diversity of stakeholders is a prerequisite for producing a comprehensive strategic plan.

The Library of the Akademi Komunitas Perkebunan Yogyakarta as a supporting element in realizing the Tri Darma of Higher Education by making a strategic plan that contains a proportionally comprehensive and implementable work program in 5 years, namely 2024-2029. This strategic plan is also a reference in preparing work plans every year. In preparing this strategic plan, the library certainly refers to the vision and mission of the Akademi Komunitas Perkebunan Yogyakarta, the process of preparing the strategic plan of the Akademi Komunitas Perkebunan Yogyakarta library begins with building a draft which is then discussed and revised in accordance with the agreement of *stakeholders* through a democratic, accountable and transparent process. The approach used in the preparation of this strategic plan is a democratic, participatory, technocratic, and political approach but the approach that is more widely used is a participatory and technocratic approach without ignoring input from other *stakeholders* (Madya, 2024). This is done to ensure that the program formulated is truly aspirational and in favor of the library's involvement in realizing the Tri Darma of Higher Education.

The preparation of library strategic plans is not only the responsibility of librarians but also involves various stakeholders (Khalid et al., 2021). Each *stakeholder* has different needs and expectations of the library, therefore an in-depth understanding of the role of each *stakeholder* is important (Freeman & McVea, 2001) to ensure that the library strategic plan reflects shared aspirations and is able to realize the vision and library and support the achievement of the vision and mission of the Akademi Komunitas Perkebunan Yogyakarta. The library not only functions as an information provider but also as a supporter of practice-based vocational learning. This requires the library to continue to innovate in providing resources that are in accordance with the needs of the plantation sector, but obstacles such as budget constraints, lack of facilities and lack of *stakeholder* participation can hamper these efforts. For this reason, research on the role of *stakeholders* in the preparation of library strategic plans is very relevant.

Freeman (1984) in *stakeholder* theory emphasizes the importance of identifying and meeting *stakeholder* needs in organizational management (Freeman, 1984). This theory is relevant to understand how the library at the Akademi Komunitas Perkebunan Yogyakarta can involve various parties in every stage of developing a strategic plan. With this approach, this research can explain how the role of *stakeholders* contributes to the success of the library as a supporter of vocational-based learning in the plantation sector. This research aims to analyze the role of *stakeholders* in the strategic plan of the library at the Yogyakarta Plantation Community Academy including the challenges faced and opportunities to improve strategies between parties. Thus the results of this study are expected to provide practical recommendations to strengthen *stakeholder* collaboration and improve the role of the library in supporting the vision and mission of the Akademi Komunitas Perkebunan Yogyakarta.

2. RESEARCH METHOD

This research uses a descriptive qualitative approach, a descriptive qualitative approach was chosen because this research aims to find out how the Role of *Stakeholders* in the Preparation of the Strategic Plan for the Library of the Akademi Komunitas Perkebunan Yogyakarta (AKPY). Informants in this study were selected using purposive sampling technique because informants were selected based on certain criteria relevant to the research objectives. This research requires informants who have knowledge, experience and or direct involvement in the preparation of library strategic plans by using this technique can ensure that the data obtained is in accordance with the research needs. Data in the study were taken through observation, semi-structured interviews, documentation. The data obtained is then analyzed continuously until it is complete, so that the data is saturated (Sugiyono, 2017). Activities in *data* analysis are *data condensation, data display, drawing and verification* (Miles et al., 2014).

3. RESULTS AND DISCUSSION

Research The preparation of a strategic plan in an institution, including a library, requires the involvement of various interested parties or *stakeholders* (Rahmawati, 2021). In the context of the library of the Akademi Komunitas Perkebunan Yogyakarta (AKPY), *stakeholder* participation has an important role to ensure the suitability of the strategic plan with the needs of the institution, library users, and the library's external environment (Kumara, 2018). As an analytical framework, this study uses *stakeholder* theory put forward by Freeman (1984), which emphasizes the importance of identifying and managing relationships with parties that can be influenced or by the achievement of organizational goals.

Freeman (1984) explains that *stakeholders* are individuals or groups that can influence or be influenced by organizational activities. In this perspective, library *stakeholders* include students, librarians, commission team (lecturer/head of department), treasurer, vice director and director. This theory becomes relevant to ensure that the library's strategic plan runs according to the needs and in line with the interests of related parties and still supports the realization of the vision and mission of the Akademi Komunitas Perkebunan Yogyakarta (AKPY).

The library strategic plan serves to identify the strengths, weaknesses, opportunities and threats of the library (Supriati, 2018). AKPY librarians explained that the strengths of the library are the availability of collections in print and *electronic* form from various disciplines, having an automation system that can be developed according to library needs, the availability of free *wifi*, having librarians with a library science background who master IT and having librarians who have competence in student administration. Then the weaknesses of the AKPY library are that the main tasks and functions of human resources have not focused on the library domain, librarians who do not yet have librarian certification, rooms that do not meet user needs (*audio visual*, open rooms), *wifi* networks are often unstable, supporting facilities for users are not adequate (such as *air conditioning*, bookshelves and lockers), the number of printed collections is not proportional to the number of academicians.

In addition to understanding the strengths and weaknesses, the preparation of the strategic plan also compiled the opportunities possessed by the AKPY library, namely, the availability of *open access* collections, the existence of a collection grant program, the architecture of the library room can be adjusted to the needs, regular training from the National Library and the Librarians Forum, the opening of learning opportunities, the certification of librarians. The threats in the AKPY library are vandalism committed by library users, the transfer of professions outside the realm of libraries, the rapid development of information technology and library science, the library does not yet have the authority to procure collections (Madya, 2024).

The Role of *Stakeholders* in the Preparation of the AKPY Library Strategic Plan. At the stage of preparing the library strategic plan, *stakeholders* have a role in providing input based on needs, collecting and analyzing the necessary data, providing advice and input:

1. Providing Input Based on Needs

Students provide input related to information needs. Students are involved in the preparation of library strategic plans by providing input on collections that are relevant to their academic needs. Through surveys or discussion forums, students can express their preferences and information needs, which will assist the library in selecting appropriate collections.

The Commission Team (Lecturer / Head of Department) directs collection development based on the curriculum, The commission team consisting of lecturers or heads of departments has an important role as a *stakeholder* in providing recommendations related to library collections in the library's strategic plan. This process begins with the identification of collection needs through curriculum analysis, syllabus, and relevant research focus at the

institution. After the needs are identified, an evaluation of the existing collection is carried out by considering the accuracy of the content, novelty, and completeness of the collection in supporting learning and research activities.

The commission team makes recommendations that include a list of recommended collections, academic rationale. These recommendations are formally submitted to the library management for implementation. During the implementation phase, the commission team can be involved to ensure that the collections are in line with the recommendations and meet academic needs. With this structured process, the commissioning team makes a strategic contribution in supporting the relevance and quality of library collections to support learning, teaching and research activities in the institution.

Librarians develop operational and resource management strategies Librarians as *stakeholders* have a strategic role in developing operational and resource management strategies in the library strategic plan (Gowen & Meier, 2020). This process begins with a situation analysis of the library to identify operational needs and resources that support services. In this stage, librarians collect data on facility capacity, user needs, workflow efficiency, and budget availability (Madya, 2024). Based on this analysis, librarians formulate strategic priorities that focus on improving service efficiency, collection development, and optimizing human resources and technology.

On the operational aspect, librarians develop measures to ensure the sustainability of library services, such as setting service hours, borrowing and returning mechanisms. This aims to meet the diverse needs of users. In addition, librarians establish standard operating procedures (SOPs) to maintain service consistency and quality. In resource management, librarians focus on staff capacity building, budget management, and facility maintenance. Librarians identify training and professional development needs for staff to improve their competence in facing modern service challenges. On the budget side, librarians develop efficient fund allocation plans, ensuring that each budget item supports the library's strategic goals.

2. Collecting and Analyzing Required Data

As one of the key *stakeholders* in the library, the Treasurer has significant responsibilities in budget and financial management, especially in the aspect of collecting and analyzing financial data to support the preparation of the library's strategic plan. The first step in this process is to identify the library's financial needs based on the work plan that has been developed. The treasurer works with librarians and relevant teams to gather information on budgetary needs, including routine operational costs, collection procurement, facility maintenance and human resource development. Efficiency of budget utilization and its impact on achieving library goals. In this stage, the treasurer ensures that the data collected is accurate, relevant and up-to-date in order to provide a solid basis for further analysis.

Once the data is collected, the treasurer analyzes the budget needs for the coming period, taking into account changes in the library's strategic priorities, or potential technological updates. The results of this analysis are then compiled in a structured financial report, including recommendations for budget allocations as well as measures to improve the efficiency and transparency of financial management. Through this role, the treasurer not only ensures that adequate funds are available to support library operations and development but also provides a solid financial foundation for the library's strategic plan. By prioritizing data

accuracy and analytical rigor, the treasurer contributes directly to the sustainability and effectiveness of the library's strategy implementation.

The deputy director formulates programs that support the library's goals. The deputy director as a *stakeholder* has strategic responsibility in formulating programs that support the library's goals, especially at the stage of collecting and analyzing data needed to develop the library's strategic plan. This process begins with identifying library development needs and opportunities through various data sources. The deputy director coordinates data collection from various stakeholders, such as librarians, students, lecturers, and administrative staff, to understand the information and service needs that support the academic and operational activities of the institution (Santi, 2024).

Data collection involves systematic methods, including surveys, interviews and focus groups to gain insight into the expectations of library users. During this stage, the deputy director also considers external factors, such as information technology trends, changes in education policy, and labor market needs that may affect the library's strategic direction. Once the data is collected, the deputy director conducts an analysis to formulate program priorities that are relevant to the library's vision and mission. This analysis aims to integrate user needs, resource capacity, and external opportunities into programs that support the library's strategic goals.

The results of the analysis are then translated into strategic program recommendations, which include specific objectives, implementation steps, indicators of success, and allocation of necessary resources. In developing these programs, the deputy director also ensures alignment with the institution's broader strategic plan, so that the library can contribute significantly to the achievement of academic and institutional goals. By promoting a systematic and comprehensive data-driven approach, the deputy director not only ensures that library programs are relevant to user needs, but also supports the sustainability and effective implementation of the library's strategy (Santi, 2024). This strengthens the library's position as an information and learning center that is adaptive to the changes and needs of the times.

The director as the main leader in the Akademi Komunitas Perkebunan Yogyakarta has a strategic responsibility to ensure that the library's strategic plan is in line with the institution's goals. At the data collection and analysis stage, the director plays an important role in providing direction and frameworks that ensure alignment of the library's vision, mission, and goals with the academic and development needs of the institution (Gunawan, 2024).

The process began by identifying the academy's relevant strategic objectives, such as improving the quality of education, developing plantation-based research, and empowering the community through knowledge transfer. Based on these objectives, the director initiates data collection from various internal and external sources. Internal data may include the academic needs of students and lecturers, results of previous library performance evaluations, and trends in the use of library collections and services. Meanwhile, external data involves information on developments in information technology, trends in higher education in plantations, and the information needs of the surrounding community. To ensure data accuracy and relevance, the director encourages collaboration between librarians, lecturers, students, and other parties involved in library management and utilization.

The director directs the development of library programs that support institutional goals, such as the provision of current literature in the field of plantation, the development of digital services to improve information accessibility, and the organization of information literacy training for students. In addition, the director ensures that the management of the library's budget and resources supports the achievement of these goals in an efficient and sustainable manner. With a structured data-driven approach, the director acts as a strategic direction keeper who ensures that every element in the library's strategic plan supports the achievement of the institution's goals (Gunawan, 2024). This makes the library not only a supporting facility, but also a driving force in improving the quality of education, research, and the academy's contribution to the wider community.

Librarians as key *stakeholders* in library management have an important role in collecting and analyzing data to develop library strategic plans (Day, 2018). This process begins with the identification of relevant data needs, which include aspects of collections, services, infrastructure, human resources, and user satisfaction levels. This identification is done to ensure that the data collected can provide a comprehensive picture of the current state of the library and the challenges faced. Data collection was done through various methods, including surveys to library users, interviews with staff and other stakeholders, analysis of collection usage statistics, and review of previous operational reports. For example, collection borrowing statistics are used to identify patterns of user preferences, while satisfaction surveys help understand the weaknesses and strengths of library services.

Once the data is collected, the librarian conducts an analysis to assess the gap between the current state of the library and the institution's strategic needs. This analysis includes an evaluation of collection availability against curriculum needs, service efficiency, and infrastructure and human resource capacity. Librarians use an evidence-based approach to ensure that decisions are based on valid and relevant data. For example, if the analysis shows a lack of collections on oil palm plantations that support research, then collection development recommendations can be incorporated into the strategic plan. The results of this data collection and analysis process form the basis for formulating the library's strategic priorities. With accurate data and in-depth analysis, librarians can make a significant contribution in crafting a strategic plan that not only meets the needs of users but also supports the overall goals of the institution. As such, librarians serve as agents of change that ensure the library remains relevant, innovative, and effective in meeting academic and social demands.

4. CONCLUSIONS

The preparation of the library strategic plan at the Akademi Komunitas Perkebunan Yogyakarta (AKPY) shows the importance of stakeholder involvement in ensuring the success of the library as a supporter of the Tri Dharma of Higher Education. Stakeholders, including students, librarians, commission team, treasurer, deputy director, and director, have their respective roles in providing input, collecting and analyzing data, and formulating strategic programs that are in line with the vision and mission of the institution. The participatory and technocratic approach used in the preparation of this strategic plan ensures that the work programs formulated are aspirational, comprehensive, and implementable. The library's strategic plan serves not only as an operational guide but also as an instrument to identify the strengths, weaknesses, opportunities, and threats faced by the library.

Despite challenges such as limited budget, facilities, and stakeholder participation, AKPY library has a great opportunity to grow through innovation and collaboration. With a stakeholder theory-based

approach, this research emphasizes the importance of synergy between parties to create library policies and services that are responsive to the needs of users and the times. The results of this research are expected to be a reference in strengthening stakeholder collaboration and increasing the library's contribution in supporting vocational-based learning in the field of plantations, while encouraging the implementation of the Tri Dharma of Higher Education in a sustainable manner.

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