

Madrasah Principal's Strategy in Improving Student Recruitment Results at State Aliyah Madrasahs

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Abstract

The purpose of this study was to find out 1) the strategy used to improve student recruitment results at MAN 1 Mojokerto and 2) the evaluation carried out by the head of the madrasah in the student recruitment strategy at MAN 1 Mojokerto. This study uses a descriptive qualitative research method, namely describing, explaining, and disclosing the results of research on student recruitment using a case study approach. The techniques used in data collection are observation, interviews, and documentation. The results showed that the strategies used by the head of the madrasah in recruiting new students were of five types, namely: 1) Conducting socialization and promotion 2) Opening the 2 Year SKS program 3) Opening the Religious Excellence program (MA PK) 4) Conducting a selection test 5) Opens two registration paths. Meanwhile, after carrying out student recruitment activities, the evaluation carried out by the madrasah was to increase the procurement of facilities and infrastructure so that they could accommodate more students.

Kata kunci:

Strategi Pendidikan,
Kepala Madrasah,
Rekrutmen Peserta
didik,

Abstrak

Tujuan dari penelitian ini yaitu untuk mengetahui 1) strategi yang digunakan dalam meningkatkan hasil rekrutmen siswa di MAN 1 Mojokerto 2) evaluasi yang dilakukan kepala madrasah dalam strategi rekrutmen siswa di MAN 1 Mojokerto. Penelitian ini menggunakan metode penelitian kualitatif deskriptif yaitu menggambarkan, memaparkan, dan mengungkapkan hasil penelitian mengenai rekrutmen siswa dengan pendekatan studi kasus. Teknik yang digunakan dalam pengumpulan data yaitu dengan observasi, wawancara dan dokumentasi. Hasil penelitian menunjukkan bahwa strategi yang digunakan oleh kepala madrasah dalam kegiatan rekrutmen siswa baru ada lima macam, yaitu: 1) Melakukan sosialisasi dan promosi 2) Membuka program SKS 2 Tahun 3) Membuka program Unggulan Keagamaan (MA PK) 4) Melakukan tes seleksi 5) Membuka dua jalur pendaftaran. Adapun setelah melakukan kegiatan rekrutmen siswa, evaluasi yang dilakukan oleh pihak madrasah yaitu meningkatkan pengadaan sarana dan prasarana agar dapat menampung siswa lebih banyak lagi.

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INTRODUCTION

Educators and students are essential components of the Islamic education system. Both interact with each other in the learning process to achieve the expected educational goals.¹ Learners are raw materials in the educational transformation process, also said to be input components in the education system, which will then be processed in the educational process so that they become quality human beings following national education goals.² Therefore, recruitment is significant because this is the first step towards quality educational output. By getting quality students through the educational institution's procedures, at least the institution will find it easier to carry out its operational activities.³ Understanding and experience previously obtained are the initial ability of students, which can make it easier to acquire new knowledge.

Acceptance of new students is a program launched by each school. Many ways can be done in accepting new students, going directly to the field (socialization), and publishing in print and online media.⁴ Every year we are treated to banners, pamphlets, and promotional stickers for each school. The goal is to find students and promote the school.⁵ Recruitment of students in an educational institution is a process of finding, determining, and attracting applicants who can become students in the educational institution concerned.⁶ Student recruitment in the context of the management of formal education is an annual routine activity carried out by schools and madrasahs to collect, select and place prospective students to become students at certain levels and educational pathways.⁷

Selection of student admissions must be understood as a process of getting superior students. So that in the process of this activity, educational institutions must plan carefully so that the purpose of carrying out the selection is achieved and carried

¹ Fahmi Siti Fatimah et al., "Learning Fiqh Based on the TAPPS (Think Aloud Pair Problem Solving) Method in Improving Student Learning Outcomes," *At-Tadzkir: Islamic Education Journal* 2, no. 1 (January 21, 2023): 1-15, <https://doi.org/10.59373/attadzkir.v2i1.13>; Sutarno Sutarno, "Supervision Management in Improving Madrasah Achievement in State Aliyah Madrasahs," *Kharisma: Jurnal Administrasi Dan Manajemen Pendidikan* 2, no. 1 (April 15, 2023): 53-65, <https://doi.org/10.59373/kharisma.v2i1.21>.

² Choiron Firmansyah, Ubaidillah Ubaidillah, and Busriyanti Busriyanti, "Design of The 'Merdeka Belajar' Program for Students of High School Education," *Munaddhomah: Jurnal Manajemen Pendidikan Islam* 4, no. 1 (February 4, 2023): 38-48, <https://doi.org/10.31538/munaddhomah.v4i1.328>.

³ Aneu Nandya Indayanti, Afifah Barkatul Atqiya, and Badrudin Badrudin, "Education Human Resource Management in the Recruitment of Extraordinary Lecturers," *Munaddhomah: Jurnal Manajemen Pendidikan Islam* 3, no. 2 (2022): 194-202, <https://doi.org/10.31538/munaddhomah.v3i2.262>.

⁴ Hege Marie Gjeften, "Wages, Teacher Recruitment, and Student Achievement," *Labour Economics* 65 (August 1, 2020): 101848, <https://doi.org/10.1016/j.labeco.2020.101848>.

⁵ Umin Kango, Ari Kartiko, and Bahruddin Zamawi, "The Effect of Service Quality, Facilities and Promotion on The Interest of New Students," *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam* 6, no. 2 (July 23, 2021): 323-30, <https://doi.org/10.31538/ndh.v6i2.1447>; Umin Kango, Ari Kartiko, and Muhammad Anas Maarif, "The Effect of Promotion on the Decision to Choose a Higher Education through the Brand Image of Education," *AL-ISHLAH: Jurnal Pendidikan* 13, no. 3 (October 26, 2021): 1611-21, <https://doi.org/10.35445/alishlah.v13i3.852>.

⁶ Mizanul Hasanah, "Rekrutmen Dan Seleksi Tenaga Pendidikan (Guru) Untuk Meningkatkan Kualitas Pendidikan Di SMA Unggulan Berbasis Pesantren Amanatul Ummah Pacet," *Al-Tarbawi Al-Haditsah: Jurnal Pendidikan Islam* 5, no. 1 (June 27, 2020), <https://doi.org/10.24235/tarbawi.v5i1.6310>.

⁷ Maria Maynard, Graham Baker, and Seeromanie Harding, "Exploring Childhood Obesity Prevention among Diverse Ethnic Groups in Schools and Places of Worship: Recruitment, Acceptability and Feasibility of Data Collection and Intervention Components," *Preventive Medicine Reports* 6 (June 1, 2017): 130-36, <https://doi.org/10.1016/j.pmedr.2017.02.019>; Hatairat Jiarakorn, Siridej Suchiva, and Shotika Pasipol, "Development of Recruitment and Selection Process for Assistant Teachers Using Multiple Approaches," *Procedia - Social and Behavioral Sciences*, The Proceedings of 6th World Conference on educational Sciences, 191 (June 2, 2015): 783-87, <https://doi.org/10.1016/j.sbspro.2015.04.717>.

out effectively and efficiently. The purpose of the selection program is to identify applicants with high scores from all aspects measured, aiming to assess knowledge, skills, abilities, and other characteristics that are important for carrying out a job well.⁸ The fundamental thing in PPDB in terms of quantity is the fulfillment of the new student quota according to the available capacity.⁹ Meanwhile, in terms of quality, it is momentum to recruit prospective students who have the potential for good intelligence and quality in the fields of academics, personality, faith, and holiness, so that it will have implications for the quality of the process and the quality of educational outcomes.¹⁰

Meanwhile, to improve the progress of Madrasahs, Madrasah heads, and all teaching staff are required to continue to innovate to keep up with the times. Student recruitment procedures that educational institutions have determined must be able to consider the conditions needed for the progress of these educational institutions.¹¹ Therefore, every institution needs to have a procedure for admitting new students to have competitiveness with other educational institutions. They must determine the right strategy to manage the institution they lead.¹² It starts with the strategy of accepting new students, the teaching and learning process, and the output results of graduates who excel. By utilizing all their resources and advantages, each madrasa/school prepares a different strategy for new student admissions; this aims to increase or maintain the quantity (amount) and quality (quality) of prospective new students.

Madrasah Aliyah Negeri 1 Mojokerto is one of the madrasahs in Mojokerto, which is currently being developed into one of the plus madrasahs in Mojokerto. Since the 2021/2022 academic year, MAN 1 Mojokerto has developed its regular program by opening the Religious Program/MA PK and State Vocational Madrasah Aliya/MAKN. This action is done to improve the quality of schools and prospective students' interest in registering themselves at MAN 1 Mojokerto. Because with this program's addition, the madrasah can accommodate even more prospective students.

In an interview with the homeroom teacher for the Religion program, Noviya Eka Santi, he stated that MAN 1 Mojokerto is ready to equip its students to compete after graduating from the madrasah by providing them with academic and non-academic abilities. Based on the explanation above, the researcher plans to research one of the madrasahs. Therefore, researchers are interested in conducting research titled "Strategy of the Madrasah Principal in Improving Student Recruitment Results at MAN 1 Mojokerto."

⁸ M. Himami Baydarus, "Recruitment System for Student Ma'had Aly Darussalam Blokagung Tegalsari Banyuwangi Academic Year 2018/2019," *Asian Journal of Engineering, Social and Health* 1, no. 3 (December 15, 2022): 185-91.

⁹ Siti Salbiyah and Sigit Priyosembodo, "Management of Recruitment of New Students in Improving The Quality of Reading and Writing Al-Qur'an," *JOSSE: Journal of Social Science and Economics* 1, no. 2 (October 31, 2022): 265-78.

¹⁰ Musdalifah Alwi and Lusya Mumtahana, "The Principal's Strategy in Improving the Quality of Teacher Performance in the Learning Process in Islamic Elementary Schools," *Kharisma: Jurnal Administrasi Dan Manajemen Pendidikan* 2, no. 1 (April 17, 2023): 66-78, <https://doi.org/10.59373/kharisma.v2i1.18>; Muhammad Hakim Azizi, Syamsul Bakri, and Siti Choiriyah, "Implementation of Total Quality Management in the Ministry of Religion-Based Education," *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam* 8, no. 1 (March 26, 2023): 125-36, <https://doi.org/10.31538/ndh.v8i1.3067>.

¹¹ Roger Ellis and Elaine Hogard, *Handbook of Quality Assurance for University Teaching* (Routledge, 2018).

¹² Melanie C. Brooks and Miriam D. Ezzani, "Islamic School Leadership: Advancing a Framework for Critical Spirituality," *International Journal of Qualitative Studies in Education* 35, no. 3 (March 16, 2022): 319-36, <https://doi.org/10.1080/09518398.2021.1930265>; Nathan Eva et al., "Servant Leadership: A Systematic Review and Call for Future Research," *The Leadership Quarterly* 30, no. 1 (February 1, 2019): 111-32, <https://doi.org/10.1016/j.leaqua.2018.07.004>.

RESEARCH METHOD

This article has used a qualitative research method with a case study approach. The choice of method is due to an interesting phenomenon in the State Aliyah Madrasah institution, namely the management of student recruitment characteristics which are increasingly stringent and more enjoyable, like qualitative research collecting data by interview, observation, and documentation. Interviews were conducted using a guide and carried out in a mixed manner, namely formal and non-formal. In contrast, the informants in this study were school principals, staff, teachers, and the head of the madrasah public relations division. We made observations-participants. As for the documentation, the researchers searched documents and archives regarding the 2022 recruitment evaluation. Data analysis techniques followed the Miles and Huberman¹³ model: data reduction, data processing, and concluding.

RESULT AND DISCUSSION

Result

Madrasa Principal's Strategy in Improving New Student Recruitment Results at MAN 1 Mojokerto

Acceptance of new students at each madrasah or school is an annual routine agenda that is carried out every semester 2. The acceptance of new students is basically to fill the vacancies in the early school classes due to grade increases and graduation for students at the final level. Acceptance of new students is an important process to get qualified prospective students according to the criteria and characteristics of the madrasah. To achieve this goal, a strategy is needed in dealing with the acceptance of new students by considering the condition of the madrasa so that the expected goals can be carried out according to plan. In this case, MAN 1 Mojokerto has set a strategy for accepting new students. The strategy of MAN 1 Mojokerto in dealing with the acceptance of new students is as follows.

This socialization and promotion activity was carried out for the purpose of capturing quality prospective students by providing various information regarding the acceptance of new students at MAN 1 Mojokerto, this socialization was carried out by visiting several madrasas/schools. As stated by Mr. Amir Mahmud, S.Si the PPDB committee, said: "The first strategy, as has been the case besides us doing promotions online through websites and other social media, we also do outreach to schools. Distributing brochures and providing information on how to register and other information regarding PPDB."

This socialization activity is carried out in two ways, namely online and offline. As the results of the interview with Mrs. Maisaroh, S.Pd, M.Sc. as coordinator of the PPDB committee, said:

"Our strategy for promoting madrasas is in two ways, namely online and offline. Online, you can access the MAN 1 Mojokerto website which contains everything in MAN 1 Mojokerto such as information about superior programs, registration requirements, state of madrasas in the form of facilities and infrastructure, teaching and educational staff, and other information that can attract public attention about MAN 1 Mojokerto."

¹³ Matthew B. Miles, A. Michael Huberman, and Johnny Saldana, *Qualitative Data Analysis: A Methods Sourcebook* (SAGE Publications, 2018).

As explained by the resource person as part of the PPDB committee, madrasa socialization, and promotion activities are carried out online and offline. Online the madrasa makes it easy for the public to find information about MAN 1 Mojokerto by accessing the MAN 1 Mojokerto website (<https://man1kabmojokerto.sch.id/>). Apart from the website, the committee also carried out a promotional strategy by distributing pamphlets or brochures in digital form on various social media, such as WhatsApp, Facebook, and Instagram, and also in the form of twibbon to attract more public attention.

Recruitment activities for new students are efforts made by each madrasah or school to ensure that students who are accepted are those who have appropriate and appropriate qualifications with the criteria set by the relevant educational institution. To facilitate the implementation of new student recruitment activities, the institution must prepare several stages that must be passed so that the recruitment activities are carried out effectively and efficiently.

Before carrying out new student admissions activities, the head of the madrasah will form the committee and the sections involved in the admission of new students by appointing several people consisting of available human resources from both educators and education staff to be responsible for this activity. According to the explanation of Mr. Amir Mahmud, S.Si as the PPDB committee, "every year the people involved in the PPDB committee are different, but some are fixed. The determination of this committee is adjusted to the decree issued each year."

From the results of these interviews, it can be seen that the assignment as a committee for implementing new student admissions follows in accordance with the Decision Letter (SK) which has been issued by the head of the madrasah on an annual basis. The selection of the committee is carried out on a rolling basis so that there are differences in the committee each year even though there are several people who are in permanent positions. Besides carrying out promotions online, MAN 1 Mojokerto also carries out an offline promotion strategy, namely several committee members will be assigned to visit nearby schools or madrasas to carry out direct socialization and promotion of madrasas. As said by Mrs. Maisaroh, S.Pd, M.Sc. as PPDB committee coordinator:

"Apart from that, we are also worried about how they can access the Madrasa website if they don't know the website address. Therefore, we also conduct door-to-door outreach or visit schools around us by distributing brochures or pamphlets."

Before holding the socialization, the admissions committee first conducted an analysis of several schools that would be targeted. After determining which schools to go to, the committee will give assignments to several committees to carry out socialization and distribution of brochures at the designated MTs or SMP.

After the new student admissions activities have been completed, the next stage is the strategy evaluation stage. At this stage, the head of the Madrasah MAN 1 Mojokerto evaluates the success of implementing new student admissions activities and assesses whether the results of this new student admission activity are as planned or not. If the implementation of the new student admissions activity has not been implemented, then correction is needed, and looking for a more appropriate strategy to use. Based on the results of an interview with Mr. Amir Mahmud, S.Si as the PPDB committee, said:

"For the evaluation of the recruitment activities that have been carried out, we at the madrasa want more input. So that the filter is finer. Therefore, we are

still trying to improve the madrasah infrastructure, with the aim of attracting more prospective students."

From the results of the interview above, it can be seen that the madrasa still feels a lack of provision of facilities and infrastructure. Procurement of facilities and infrastructure is one of the indicators that greatly influences the community's interest in education at MAN 1 Mojokerto. According to Mr. Amir Mahmud, S.Si, the more prospective students register, the greater the hope that madrasahs can screen students even better because the purpose of recruiting new students is not only to increase the number of students but also to improve quality.

New Student Recruitment Process

The implementation of the new student admissions process according to PERMENDIKBUD Number 14 of 2018 aims to ensure that new student admissions are carried out in an objective, transparent, accountable, non-discriminatory, and fair manner in order to encourage increased access to education services.

From the research results, it is known that the process of recruiting new students at MAN 1 Mojokerto includes the formation of a new student admissions committee, committee meetings, registration, selection, determination of accepted students, announcements, and re-registration. Broadly speaking, in the process of admitting new students there is compatibility between the theory and the results of the research that the researchers have done. As a summary in the table.

Table 1. Differences in the process of admitting new students between research-finding theories.

No.	Stages in PPDB activities	Theory	Activity (MAN 1 Mojokerto)
1.	Formation and appointment of the PPDB committee	Based on predetermined or special criteria	Based on the rolling that has been stipulated in the decree
2.	Committee meeting	Discuss everything about PPDB	Discusses everything regarding PPDB which is then compiled into a strategy
3.	Registration	Registration can be done offline or manually or by visiting the intended school	Registration is done online
4.	Selection	UN/PMDK/Test	PMDK and test
5.	Determination of students who are accepted	- UN and PMDK based on ranking - Test based on test results	PMDK based on ranking Test based on test results
6.	Announcement	Open and Closed	Open
7.	re-registration	Manual	Manual

Discussion

Recruitment of new students is an annual routine activity that is carried out as the first step for each educational institution to get quality new students at each educational institution. It is not easy for madrasas to carry out this student recruitment activity.¹⁴ It is necessary to prepare a good strategy for its implementation later, in order to be able to attract and get students who have the potential and quality according to predetermined criteria. As Petrus said, the hope of new student recruitment activities is not only an effort to increase students in quantity but also to consider the future so that students who are accepted are quality students.¹⁵

The activity implementation strategy is directed at the target to be achieved, both in the short and long term. The choice of strategy is carried out by taking into account the current situation and conditions that have been predicted for the future.¹⁶ The relevance of the time with the goals that have been set is estimated so that the implementation of the strategies that have been set does not make it difficult to achieve organizational goals.¹⁷

Therefore, every educational institution must be able to consider the strategy used under all conditions that will affect the progress of the institution. According to Ali Imron, in dealing with new student recruitment activities, two strategies can be used, namely.¹⁸

Promotion Strategy: The promotion strategy is a strategy used in recruiting new students without selection. The selection strategy is the strategy used in the recruitment process by selecting. The selection strategy is divided into three types, namely: 1) Selection based on pure septa scores (DANEM) or the National Examination. 2) Selection based on interest and ability search. 3) Selection based on entrance test. The results of the research that has been done show that in carrying out recruitment activities for new students, MAN 1 Mojokerto uses five strategies, namely.

Conduct Socialization and Promotion

Socialization and promotion is one of the strategies undertaken in an effort to attract public interest to register at MAN 1 Mojokerto. The socialization was carried out by visiting schools (door to door) in the Mojosari area and its surroundings. The steps taken before carrying out the socialization include: 1) Preparing socialization and promotional media materials such as brochures, pamphlets, banners, billboards, and

¹⁴ Erica Price, Steven J. Robbins, and Kathleen Valverde, "Increasing Diversity in the Genetic Counseling Profession: Development of Recruitment Tools for African American Undergraduate Students," *Journal of Genetic Counseling* 29, no. 2 (April 1, 2020): 224-33, <https://doi.org/10.1002/jgc4.1280>; Nitin Agarwal et al., "Improving Medical Student Recruitment into Neurological Surgery: A Single Institution's Experience," *World Neurosurgery* 80, no. 6 (December 1, 2013): 745-50, <https://doi.org/10.1016/j.wneu.2013.08.027>.

¹⁵ Marti Rice et al., "This Work Did Not Receive Any Specific Grant from Funding Agencies in the Public, Commercial, or Not-for-Profit Sectors - Recruitment of Hard to Contact, Hard to Engage Child Populations in Clinics and Schools," *Applied Nursing Research* 46 (April 1, 2019): 72-77, <https://doi.org/10.1016/j.apnr.2018.12.004>.

¹⁶ Amalia Fasya, Nefi Darmayanti, and Junaidi Arsyad, "The Influence of Learning Motivation and Discipline on Learning Achievement of Islamic Religious Education in State Elementary Schools," *Nazhruna: Jurnal Pendidikan Islam* 6, no. 1 (2023): 1-12, <https://doi.org/10.31538/nzh.v6i1.2711>.

¹⁷ Nurul Komariah and Ishmatun Nihayah, "Improving The Personality Character of Students Through Learning Islamic Religious Education," *At-Tadzki: Islamic Education Journal* 2, no. 1 (March 27, 2023): 65-77.

¹⁸ Muhamad Arif, Kusnul Munfa'ati, and Mei Kalimatusyaroh, "Homeroom Teacher Strategy in Improving Learning Media Literacy during Covid-19 Pandemic," *Madrasah: Jurnal Pendidikan dan Pembelajaran Dasar* 13, no. 2 (May 1, 2021): 126-41, <https://doi.org/10.18860/mad.v13i2.11804>; Rokhana Oktiasari, Hasyim Asyari, and M. Afif Zamroni, "Strategy of Teacher Competency Development Program in Madrasah Tsanawiyah," *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam* 6, no. 2 (September 1, 2021): 442-56, <https://doi.org/10.31538/ndh.v6i2.1592>.

twibbons. 2) Determine the madrasah/school that will be the goal of socialization. 3) Determine the team that will be in charge of socializing. 4) Carry out visits to MTs/SMP in the Mojokerto area and its surroundings with an agenda of making presentations and promotions related to MAN 1 Mojokerto and carrying out new student admissions activities or PPDB.

The information dissemination strategy regarding the implementation of new students by visiting several schools is expected to be able to attract prospective students' interest in the madrasah concerned. As in his research, Gajic argues that the most efficient instrument for communicating with targets is by making presentations to several educational institutions.¹⁹

Provides superior religious programs and 2-year credits

Religious superior programs and 2-year credits are two programs offered by MAN 1 Mojokerto with the aim of increasing the number of students as well as the quality. The religious program is a program that excels in its religious field. Every student who takes part in this class program will get more religious lessons such as the study of the yellow book, tahfidz of the Qur'an and Hadith, as well as skills in Arabic and English. Religious program students are required to live in the *ma'had* Al Hanif that has been provided. It is intended that the planned program can be implemented effectively and efficiently. Whereas for the 2-year credit program, this class can be attended by students who have the ability to be more responsive in understanding learning so that students who take part in this program can complete their education in just 2 years with disciplined and strict guidance.²⁰

Make a Selection

In an effort to increase the quantity and quality of student recruitment results, MAN 1 Mojokerto conducts a selection test for each prospective student. According to Ali Imron's opinion, the selection is carried out in two ways, namely by observing report cards and conducting a selection test.

For students who follow the achievement path, selection is carried out by looking at evidence of achievements that have been achieved, such as proof of a certificate, then taking part in an interview. If students are able to meet the criteria set by the madrasah, then these students can be accepted and declared passed. However, because the madrasah madrasahs only provide a quota of 10% -15% for achievement track students, the students who are accepted will be seen from the ranking.

Meanwhile, students who follow the regular route must take a series of selection tests. The selection tests that must be passed by each student are academic and non-academic tests, religious knowledge tests, and BTQ (Read Tuulis AlQur'an) then finally the interview test. With this selection test, it is hoped that students who are accepted at MAN 1 Mojokerto will be selected as quality students according to the criteria set by the madrasah.

Open Two Registration Paths

The strategy used by MAN 1 Mojokerto in accepting new students is to open two registration lines. In the first wave it was opened for the MA PK and Achievement lines (test and non-test) and the second wave was opened for the regular line. The achievement track is carried out earlier because students who follow the achievement track do not need to attach the final grades of learning outcomes only by attaching a file

¹⁹ Erlantz Allur et al., "Quality and Environmental Management Linkage: A Review of the Literature," *Sustainability* 10, no. 11 (November 2018): 4311, <https://doi.org/10.3390/su10114311>.

²⁰ Azizi, Bakri, and Choiriyah, "Implementation of Total Quality Management in the Ministry of Religion-Based Education."

of proof of achievement. Both of these registration paths are carried out online through the Madrasa website that has been provided.²¹

Formation of the committee: At the stage of forming the committee, the school principal does not only rely on selection by fulfilling the criteria but also by means of rolling or cadre. This aims to provide opportunities for others to be able to carry out tasks in new student admissions activities.²² Therefore the structure of the committee for admitting new students to SK is different every year. But there are also some of them who stay on the committee structure.

Registration: In theory, registration is done manually. That is, prospective students register directly by visiting the school or madrasa concerned. However, currently, the registration of new students at MAN 1 Mojokerto is taking advantage of technological advances, and starting from a pandemic that occurred about 2 years ago, MAN 1 Mojokerto is registering online via the website.

Announcement: The announcement is made after the determination of the accepted students. In theory, the announcement of the results of the selection can be done in an open and closed manner. However, at MAN 1 Mojokerto, they only do it in private, namely by personally giving the results of the selection to each student via a link that has been provided through the Madrasa website.

Evaluation of New Student Recruitment at MAN 1 Mojokerto

After the new student admissions activities are carried out, of course, there will be some deficiencies or obstacles encountered during the implementation, therefore an evaluation is needed with the aim of improving the planned strategy or changing it so that new student admissions activities in the future can be carried out even better.²³

The strategy used by MAN 1 Mojokerto in implementing new student admissions activities has been going well and accordingly. However, in an effort to increase the number of new students, madrasas are still hampered by the available facilities and infrastructure. Like the *ma'had* building. Currently the *ma'had* Al Hanif building can only be used for women. Whereas for men it is not yet available so in the MA PK (Religious Program) program MAN 1 Mojokerto only accepts female students because for MA PK it is mandatory for students to live in *ma'had*.

CONCLUSION

Based on the analysis of the results of research on the strategy of the headmaster of the madrasa in improving the results of recruiting new students at MAN 1 Mojokerto, the following conclusions can be drawn: (1) New Student Recruitment Strategy at MAN 1 Mojokerto, (2) Outreach and promotion, (3) Open class program 2 credits, (4) Opening the Religious Excellence Program (MA PK) class, (5) Using the selection test, (6) Opening two registration paths. The process of recruiting new students as a whole consists of

²¹ Helsi Arista et al., "Gaya Kepemimpinan Kepala Madrasah Dalam Pembentukan Karakter Religius Peserta Didik (Input, Proses Dan Output)," *Kharisma: Jurnal Administrasi Dan Manajemen Pendidikan* 2, no. 1 (April 15, 2023): 38-52, <https://doi.org/10.59373/kharisma.v2i1.13>.

²² Scott G. Heyler and John A. Martin, "Servant Leadership Theory: Opportunities for Additional Theoretical Integration," *Journal of Managerial Issues* 30, no. 2 (2018): 230-43; Putri Irma Solikhah and Purnomo Purnomo, "The Opportunity and Challenges of Implementing a Prototype Curriculum," *Nazhruna: Jurnal Pendidikan Islam* 5, no. 2 (April 30, 2022): 407-21, <https://doi.org/10.31538/nzh.v5i2.2130>.

²³ Corinna Koschmieder and Aljoscha C. Neubauer, "Measuring Emotion Regulation for Preservice Teacher Selection: A Theory-Driven Development of a Situational Judgment Test," *Personality and Individual Differences* 168 (January 1, 2021): 110363, <https://doi.org/10.1016/j.paid.2020.110363>; Riitta-Leena Metsäpelto et al., "Multiple Mini-Interviews as a Selection Tool for Initial Teacher Education Admissions," *Teaching and Teacher Education* 113 (May 1, 2022): 103660, <https://doi.org/10.1016/j.tate.2022.103660>.

several stages, including planning, forming committees and committee meetings for accepting new students, conducting socialization and promotion, enrolling new students, carrying out new student selection tests, determining accepted students, the announcement of election results, and finally re-registration for students who have passed the selection stage.

The strategies implemented by MAN 1 Mojokerto are proven to increase the number of new student admissions. Therefore, this research implies that Madrasahs that experience similar problems with MAN 1 Mojokerto can take lessons from here by following the steps and strategies used by MAN 1 Mojokerto so that Madrasahs can compete in accepting new students with other senior high schools such as SMA and SMK.

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