

Strategies to Increase Interest in Entering the Syaikh Abdurrahman Siddik State Islamic Institute of Bangka Belitung

Nurholis¹⁾ & Mulyana²⁾

¹⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: Nurholis.std@unissula.ac.id

²⁾Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: Mulyana@unissula.ac.id

Abstract. *The Syaikh Abdurrahman Siddik State Islamic Institute of Bangka Belitung is the only Islamic Religious College in the Bangka Belitung Islands Province. As the only PTKIN (Islamic State Higher Education Institution) in the province, it should be a destination for prospective students to continue their education. However, IAIN Syaikh Abdurrahman Siddik faces a challenge: declining student interest in recent years. This research uses a case study research method with Strength, Weakness, Opportunity and Thread (SWOT) analysis with a qualitative approach. The data for this research were obtained through internal data, interviews with internal parties of IAIN SAS Bangka Belitung starting from the security unit to the leadership level, and external parties around the campus environment, alumni and prospective students from several high schools in grade 12. The promotional strategy implemented by the institution to date is considered still not optimal. Promotional activities carried out are still conventional and have not touched on modern media and promotional channels that are more effective in reaching the younger generation, such as social media, digital content, and internet-based communication platforms. The lack of budget and the absence of a special team to handle promotions professionally also exacerbate this situation.*

Keywords: *Exacerbate; Professionally; Promotions; Situation.*

1. Introduction

Education is an important part of the nation's prosperity. Empirical experience has proven that nations that have enjoyed prosperity and prosperity for their people are nations that have started their development through education even though they do not have sufficient natural resources (Muhardi: 2004). This includes tertiary institutions that contribute to the welfare of this nation, as do Islamic Religious Universities.

This important role of higher education is one of the reasons why the next generation of the nation must continue their education at the higher education level. Likewise in Islamic Religious Higher Education, one of which is the Syaikh Abdurrahman Siddik State Islamic Institute of Bangka Belitung.

The Syaikh Abdurrahman Siddik State Islamic Institute of Bangka Belitung is the only Islamic Religious College in the Bangka Belitung Islands Province. As the only PTKIN (Islamic State Higher Education Institution) in the province, it should be a destination for prospective students to continue their education. However, IAIN Syaikh Abdurrahman Siddik faces a challenge: declining student interest in recent years.

Field facts show a decline in interest in new prospective students entering IAIN Sheikh Abdurrahman Siddik, Bangka Belitung. These facts can be seen in the table.

New Student Candidate Table for 2022 – 2024

Year	Prospective students who Registered	Decline	Percentage Decrease
2022	915	105	11.47%
2023	802	113	14.08%
2024	554	248	44.76%

Source: Treasurer of PNBPN IAIN SAS Bangka Belitung 2025

This decline is a challenge for IAIN Sheikh Abdurrahman Siddik of Bangka Belitung is committed to attracting prospective students. This is especially true with increasingly fierce competition among educational institutions. Universities must continually improve their quality to remain relevant and competitive in the increasingly competitive education market. In this competitive environment, attracting prospective students is crucial (Hajatina: 2024).

Attracting prospective students requires a strategy. According to the Big Indonesian Dictionary (KBBI), a strategy is a careful plan to achieve a specific goal or objective. Universities can employ various strategies to entice prospective new students to choose their campus as a place to continue their education.

Kurnia (2023) stated that factors such as reputation, facilities, curriculum, and promotion are crucial in attracting prospective students. Promotion is the primary means of communicating reputation, facilities, and curriculum to the public or prospective students. Abdullah et al. (2024) explain that conveying a product message to prospective consumers requires the use of various promotional methods and tools to achieve effective results. Within a company, the combination of communication methods and promotional tools used is referred to as the promotional mix.

Promotion according to the Big Indonesian Dictionary (KBBI) is an introduction (in order to advance a business, trade, and so on). Tjiptono in Garaika and Feriyan (2018) states that promotion is a form of marketing communication, meaning a marketing activity that seeks to disseminate information, influence/persuade and/or remind the target market of a company and its products so that they are willing to accept, buy and be loyal to the products offered by

the company concerned. Meanwhile, the activity of promoting in the Big Indonesian Dictionary means to propagate or introduce (about a business and so on).

2. Research Methods

In this research we use a case study method with SWOT analysis. Case Study comes from the English translation "A Case Study" or "Case Studies". The word "Case" is taken from the word "Case" which according to the Oxford Advanced Learner's Dictionary of Current English 2 (1989; 173), is defined as 1) "instance or example of the occurrence of sth., 2) "actual state of affairs; situation", and 3) "circumstances or special conditions relating to a person or thing". In sequence, the meanings are 1) an example of something happening, 2) the actual condition of a state or situation, and 3) a specific environment or condition about a person or thing. A case study is a series of scientific activities carried out intensively, in detail and in depth about a program, event, and activity, whether at the level of an individual, a group of people, an institution, or an organization to gain in-depth knowledge about the event. Usually, the events chosen, hereinafter referred to as cases, are actual things (real-life events), which are currently taking place, not something that has passed. (Mudjia Rahardjo, 2017)

3. Results and Discussion

The State Islamic Institute (IAIN) Syaikh Abdurrahman Siddik (SAS) Bangka Belitung is the only State Islamic Religious College (PTKIN) in the Bangka Belitung Islands Province. As an Islamic-based higher education institution under the auspices of the Ministry of Religious Affairs of the Republic of Indonesia, IAIN SAS Bangka Belitung plays a strategic role in providing access to quality higher education based on moderate Islamic values in the archipelago. The campus has three main faculties: the Faculty of Tarbiyah (Islamic Education), the Faculty of Da'wah (Islamic Da'wah), and the Faculty of Islamic Economics and Business, with various undergraduate study programs spread across them.

Its status as the only PTKIN (Private Islamic Boarding School) in Bangka Belitung has not been in line with prospective new student interest. Student data shows that over the past three years (2022–2024), the campus has experienced a significant downward trend in the number of new student applicants. Based on internal campus data, the number of applicants decreased from 915 in 2022 to 712 in 2023, and then dropped even more sharply to just 554 in 2024. This decline occurred almost evenly across all study programs in each faculty, indicating structural problems in promotion, institutional image, and the attractiveness of the study programs offered.

From an educational marketing management perspective, the phenomenon of declining enrollment can be interpreted as a decline in the institution's competitiveness in attracting prospective students amidst increasingly fierce competition. According to Kotler and Fox (1995), universities that want to survive and thrive must actively monitor changing market needs, understand prospective student behavior, and develop promotional strategies that align with the values and advantages they offer. Declining enrollment indicates that the

institution's promotional messages may no longer be relevant or are not effectively reaching their target audience.

Meanwhile, Alma (2007) stated that effective promotion in an educational context involves not only conveying information but also shaping positive perceptions and building emotional bonds between the institution and prospective students. If institutions fail to evaluate and innovate their promotional strategies, they risk losing market share.

From an educational management perspective, as Mulyasa (2004) points out, universities must be able to provide education efficiently and market their services professionally. Therefore, the decline in enrollment should not be viewed simply as a normal fluctuation, but as a signal of the need for transformation in campus management strategies, particularly in terms of promotional planning, institutional image, and the development of study programs that meet the needs of society and the workplace.

Interview and Observation Results:

1) Internal Interview Results

In order to obtain in-depth data regarding promotional strategies and factors influencing the decline in the number of applicants at IAIN Syaikh Abdurrahman Siddik

In Bangka Belitung, researchers conducted in-depth interviews with several internal sources deemed to have knowledge, experience, and authority in institutional management, particularly in the areas of academics, student affairs, and promotion. The interviews were conducted in person using a semi-structured interview guide to allow for flexible exploration of strategic issues.

The selection of informants was done purposively, based on the consideration that they have knowledge and experience relevant to the research focus, as is commonly used in qualitative research. According to Moleong (2014), purposive sampling techniques are very appropriate in qualitative studies because they allow researchers to select informants who best understand the phenomenon being studied.

During the interviews, researchers noted that the informants demonstrated a high level of concern about the declining enrollment rate and recognized the importance of repositioning the campus's promotional strategy. They also demonstrated openness to criticizing the current situation and offered several recommendations that formed the basis for the SWOT analysis presented in the following section.

2) Discussion of Interview Results

Based on interviews with both internal and external sources, the State Islamic Institute (IAIN) Syaikh Abdurrahman Siddik Bangka Belitung is a pleasant place to work and study. 100% of the sources stated this, thus concluding that IAIN SAS Bangka Belitung is a conducive university for both employees and students.

The general weaknesses/deficiencies that influence the decline in interest in entering IAIN SAS Bangka Belitung, which were concluded from the interview results, are as follows:

a. Accreditation is not yet superior

The State Islamic Institute (IAIN) Syaikh Abdurrahman Siddik Bangka Belitung currently has a 'Good' accreditation. According to sources, the 'Good' accreditation is a weakness for universities in attracting prospective new students. Meanwhile, some universities in Bangka Belitung already have excellent, or even very excellent, accreditation.

Accreditation is an official parameter that assesses the quality of higher education institutions across various aspects, such as curriculum, faculty, management, facilities, and graduate output. IAIN SAS Bangka Belitung's "good" accreditation status has created a perception among the public and prospective students that the quality of education is suboptimal. This creates a psychological barrier for prospective students and their parents in making their choice. Furthermore, current trends indicate that prospective students tend to choose universities with superior accreditation because they are perceived as more secure in their academic and career prospects. Therefore, improving accreditation is a strategic necessity that cannot be postponed.

Signaling Theory (Spence, 1973) According to Signaling Theory, accreditation is a quality signal for prospective students and stakeholders. Accreditation

“Good” indicates that the institution only meets minimum standards. Meanwhile,

“Excellent” status indicates that an institution has met the highest standards of educational quality. In the context of competition between universities, superior accreditation provides a competitive advantage in attracting new students (Kotler & Fox, 1995).

b. Inadequate facilities and infrastructure

Internal and external sources highlighted the facilities and infrastructure of the Islamic Institute

The State Islamic Institute (IAIN) Syaikh Abdurrahman Siddik Bangka Belitung is inadequate, including inadequate classroom buildings and learning facilities.

Limited facilities are a crucial issue that directly impacts the teaching and learning process, especially for students and lecturers. Limited classroom space leads to tight class schedules, sometimes requiring multiple shifts. Laboratory facilities, libraries, discussion rooms, and information technology centers also fall short of ideal higher education standards. Furthermore, limited internet access in some areas and the lack of supporting facilities for students with special needs indicate that the institution is not yet fully inclusive. Submodern physical facilities and a lack of technology hinder the development of a campus that is adaptable to current developments.

Input-Process-Output (IPO) Model In education (Davis, 1996). In the IPO Model, facilities and infrastructure are important inputs in the educational process. Limited physical and digital facilities will negatively impact the learning process and student output. This reduces the effectiveness of education and weakens the attractiveness of the institution (Tinto, 1993 – Student

Retention Theory).

c. Promotion is not very intensive and the promotional budget is very minimal.

The State Islamic Institute (IAIN) Syaikh Abdurrahman Siddik Bangka Belitung only allocates 0.12% - 0.41% of its budget for promotion. This minimal promotional budget results in less intensive promotional activities, as reported by the majority of internal sources. This has negatively impacted the university's image in the community, especially among students (prospective new students), making it less of a choice for prospective new students. The availability of central government funding for universities should support this promotional budget. Based on the SOP, the promotional budget can be allocated between 1% and 2.5%.

One of the main factors contributing to the low level of public interest, particularly among key or strategic target groups such as Islamic boarding schools and Islamic high schools (madrasah aliyah), in IAIN SAS Bangka Belitung is the lack of aggressive and consistent promotion. Promotional strategies are still incidental and not based on data or market segmentation. The absence of a dedicated marketing division focused on branding and public relations further weakens the campus's reach to the wider community. In fact, the majority of promotional activities rely solely on the New Student Admissions (PMB) period and have not yet embraced digital media extensively. Meanwhile, competing campuses have already leveraged social media, interactive websites, educational podcasts, and collaborations with educational influencers to build positive perceptions. If promotion is not improved, IAIN SAS's position will fall further behind in regional and national competition.

Marketing Mix Theory – Promotion (Kotler & Keller, 2012) Promotion is a crucial part of the marketing mix in the higher education industry. Weak and unstrategic promotion leads to low brand awareness and a weak brand image. In the context of educational institutions, promotion must be directed at shaping prospective students' positive perceptions of the quality, excellence, and prospects of graduates. A very small budget allocation (0.12–0.41%) is clearly insufficient to build a sustainable and effective promotional campaign, even though Kotler and Fox (1995) suggest that higher education promotion requires a sustainable, integrated, and market segmentation-based communication strategy.

The Excellence of the State Islamic Institute (IAIN) Syaikh Abdurrahman Siddik Bangka Belitung based on the interview results is as follows:

The Syaikh Abdurrahman Siddik State Islamic Institute (IAIN) Bangka Belitung is the only State Islamic Religious College (PTKIN) officially operating in the Bangka Belitung Islands Province. This status gives IAIN SAS strategic and symbolic advantages, both in terms of its monopoly

on state Islamic education services and in terms of academic and religious authority in the region.

As the only PTKIN, IAIN SAS plays a role as:

- State Islamic higher education center at provincial level.
- A reference institution in the development of Islamic science, education, Islamic law, Islamic economics, and socio-religious matters.
- The main provider of religious human resources for religious teachers, religious instructors, clerics, and modern Islamic practitioners in Bangka Belitung.

Furthermore, its pioneering status demonstrates IAIN SAS's history and prior experience in providing Islamic higher education compared to other similar institutions in the region. This provides added value in the form of public trust, a broad alumni network, and strong social legitimacy.

Its Strategic Value:

1. Geographical competitive advantage – There are no direct competitors in the PTKIN category in this province, so the market potential is relatively stable and wide open.
2. Symbolic and ideological function – To represent the state in developing Muslims through higher formal education.
3. Opportunities for local human resource development – Providing access to the people of Bangka Belitung to pursue Islamic higher education without having to leave the province, making it more inclusive and economically efficient.

Strengthened by Strategic Theory:

Theory Superiority Location (Location Advantage) – Dunning (1993)

In this context, IAIN SAS has the advantage of a strategic location as the only provider of state Islamic education services, so that it has a geographical monopoly in a certain market segment (Islamic higher education).

First Mover Advantage Lieberman & Montgomery (1988)

As a pioneer, IAIN SAS has an advantageous starting position in building institutional branding, community loyalty, and alumni networks, which are difficult for newcomers to compete with.

(2) Affordable education costs

One of the strategic advantages of the State Islamic Institute (IAIN) Syaikh Abdurrahman Siddik Bangka Belitung is its relatively affordable tuition fees compared to other universities, both public and private, in the Bangka Belitung Islands Province and nationally. In fact, there

is an annual scholarship program for high-achieving prospective students from underprivileged backgrounds, making IAIN Syaikh Abdurrahman Siddik Bangka Belitung truly accessible to the community.

Tuition fees at IAIN SAS are determined based on a Single Tuition Fee (UKT) adjusted to the economic capabilities of students and their families. This UKT scheme allows for:

1) Students from low-income families can still continue their education

tall.

2) There are no illegal levies (pungli) or hidden costs outside the official structure. Transparency and fairness in the financing system.

The average tuition fee at IAIN SAS ranges from Rp400,000 to Rp2,500,000 per semester, depending on the study program and UKT group. This figure is significantly lower than:

3) Private universities can reach Rp. 5–10 million per semester. o Several public universities set high UKT for favorite study program.

Strategic Advantages:

a. Reaching more levels of society, especially from the lower middle class, including in remote areas of Bangka Belitung.

b. Fulfilling aspects of social justice and educational inclusion, in accordance with the national education mission.

c. Strengthening the position of IAIN SAS Babel as an alternative for quality yet affordable higher education.

Strengthened by Economic and Educational Theory:

Educational Accessibility Theory – (Psacharopoulos & Woodhall, 1985) Affordable costs will increase educational accessibility, especially for poor or marginalized communities. Higher education will no longer be exclusive, but inclusive.

Theory Requestin EconomyEducation–(Becker, 1993) In this theory, education costs are one of the variables determining demand.

The more affordable the fees, the greater the public demand for educational services. IAIN SAS, with its low fees, has the potential to attract more applicants from lower to middle-income groups.

(3) Availability of budget from the center

State Islamic Institute (IAIN) Syaikh Abdurrahman Siddik Bangka

Belitung enjoys financial support from the central government, through the Ministry of Religious Affairs of the Republic of Indonesia. This is a strategic advantage not shared by many private universities and is a factor that strengthens operational sustainability, facility development, and the provision of quality education.

The BOPTN (National University for Higher Education) is awarded annually through the relevant ministry, in this case IAIN SAS Babel, under the auspices of the Ministry of Religious Affairs. Its primary goal is to ensure universities are less reliant on student tuition fees, thus maintaining affordable education costs and maintaining the quality of services.

Competitive grants or development project assistance (e.g. SBSN project, project superior PTKIN, etc. with certain conditions).

With funding from the central government, IAIN SAS has guaranteed funding.

relatively stable basis, so that:

- 1) Not completely dependent on student tuition fees (UKT),
- 2) Can design medium and long term work programs,
- 3) Can carry out physical development, human resource development, and system updates on an ongoing basis.

The strategic benefits obtained include:

- 1) The financial stability of the institution because the operational budget does not solely depend on student admissions.
- 2) Flexibility in developing study programs, infrastructure, and digital services.
- 3) Support in improving the quality of education, through assistance programs from the Ministry of Religion such as accreditation assistance, strengthening academic quality, and increasing lecturer capacity.

Strengthened by Educational Financial Management Theory:

Theory Funds Public in Education Tall—(Johnstone),(2003)

In public institutions, government funding demonstrates the state's responsibility to ensure equitable and quality education services. It also fosters long-term fiscal stability.

Resource-Based View Theory – (Barney, 1991) The availability of adequate financial resources is an internal strategic advantage, especially when used efficiently to build infrastructure, improve human resources, and strengthen institutional management systems.

The availability of central funding strengthens IAIN SAS Bangka Belitung's position as a financially stable state university with long-term development potential and the ability to maintain quality services without burdening students with high fees. This is a key asset in increasing the institution's competitiveness and public trust.

According to several sources, one of IAIN Syaikh Abdurrahman Siddik Bangka Belitung's internal strengths is its active and accomplished student organizations, both regionally and nationally. These organizations not only serve as a platform for developing interests and talents, but also reflect the quality of character development, leadership, and students' soft skills.

High-achieving student organizations include:

- 1) BEM (Student Executive Board) and DEMA Faculty are active in organizing scientific activities, seminars, sports activities and social actions.
- 2) UKM (Student Activity Units) such as LDK (Campus Da'wah Institute), Scouts, Mapala, Arts and Culture, and the Center for Gender and Child Studies.
- 3) Student delegates who successfully passed the debate competition, MTQ, arts, student research (PKM), and the national PTKIN student forum.

The success of students in the competition shows that IAIN SAS does not only focus on academic achievement, but also develops the character and potential of students holistically.

An active and high-achieving student organization is an institutional strength of IAIN SAS Bangka Belitung, helping to shape students who are not only intellectually intelligent but also socially and leadershiply mature. This is a crucial asset for producing graduates who are prepared to face the challenges of the workplace and society.

One of the main strengths of IAIN Syaikh Abdurrahman Siddik Bangka Belitung is its responsive leadership and professional and competent teaching staff. This is a crucial factor in creating a healthy, innovative, and quality-oriented academic climate.

Campus leaders – from the rectorate to the deans – demonstrate the following attitudes:

- 1) Open to input from students, lecturers, and educational staff.
- 2) Responsive in making strategic and operational decisions.
- 3) Encourage the creation of a participatory and transparent campus management system.

4) Adaptive to changes in national policy, the digitalization of education, and demands for academic quality. Responsive leaders are a symbol of transformational leadership capable of driving positive change within the institution.

Professional Teaching Staff

The teaching staff at IAIN SAS generally meet the academic qualification and competency standards as professional lecturers:

- 1) The majority have a master's degree (S2) and the majority have a doctorate (S3).
- 2) Has a lecturer certification (serdos) as a form of official recognition of pedagogical, professional, social and personality competencies.
- 3) Active in research activities, scientific publications, seminars, and community service.
- 4) Able to integrate Islamic values and religious moderation in the learning process.

Lecturer professionalism has a direct impact on the quality of the teaching and learning process and student satisfaction, while also improving institutional accreditation indicators.

Responsive leadership and the presence of professional faculty are two essential, complementary elements in creating high-quality and adaptive higher education governance. IAIN SAS Bangka Belitung possesses these strengths as a foundation for enhancing public trust and institutional competitiveness at the regional and national levels.

Teacher Professionalism Theory– (Day, 1999) Professional lecturers are those who have academic, pedagogical, personality and social competencies, and continue to develop themselves sustainably through research and publication.

(6) Strategic location

IAIN Syaikh Abdurrahman Siddik Bangka Belitung has a geographical advantage in the form of a strategic campus location, which provides added value in terms of accessibility, visibility, and ease of mobility for students, lecturers, and the general public.

Geographical location

The IAIN SAS Bangka Belitung campus is located in Petaling Village, Mendo Barat District, Bangka Induk Regency, bordering Pangkalpinang City with a relatively close position from:

- 1) Depati Amir Airport, Pangkalpinang,
- 2) Provincial and district/city government centers,
- 3) Community transportation and economic center,
- 4) The main route between Pangkalpinang and Muntok on Bangka Island.

This location makes it easy for students from various regions in Bangka Belitung to reach the campus with efficient costs and travel time.

Easy Transportation Access

The campus is accessible by private vehicle and public transportation, and is close to major routes to other public facilities (such as hospitals, markets, bus terminals, and government offices). This makes daily life easier for students and increases comfort during their studies.

Conducive Environment

Despite its strategic access, the campus environment remains calm and safe, far from the hustle and bustle of large industrial areas, making it ideal as a place for focused and religious academic learning and development.

Strategic Advantages:

- 1) Increase the interest of local and out-of-area students due to easy access.
- 2) Facilitates inter-agency cooperation activities due to its proximity to the center of government.
- 3) Strengthening the institution's image as a campus that is socially and geographically connected to the surrounding community.
- 4) Supports operational efficiency due to its proximity to public support facilities.

Accessibility in Higher Education— (Tinto, 1993) Ease of transportation access and campus location are important factors in student enrollment decisions. Prospective students tend to choose campuses that are easily accessible geographically and logistically.

IAIN SAS Bangka Belitung's strategic location is a real advantage that influences the institution's comfort, efficiency, and attractiveness. Its easy access makes it a top choice for the people of Bangka Belitung seeking higher education.

state Islamic higher education without having to leave the province.

(7) Image of religious institutions

IAIN Syaikh Abdurrahman Siddik Bangka Belitung has a reputation as a state Islamic religious higher education institution, making it a primary reference for the development of Islamic education, thought, and values in the Bangka Belitung Islands Province. Its status as a State Islamic Religious College (PTKIN) provides a strong identity and legitimacy within the community, particularly for groups that uphold Islamic religious and spiritual values.

Religious and Moral Image

As a religious institution, IAIN SAS not only prioritizes academic aspects, but also fosters morals, ethics, and Islamic values in all educational activities.

Students are honed not only intellectually, but also spiritually and socially.

High Public Trust

The public tends to have high trust in institutions with religious overtones and under the auspices of the Indonesian Ministry of Religious Affairs. This is because they perceive that:

- 1) The curriculum is more loaded with moral values,
- 2) Graduates are more moral and moderate,
- 3) The educational process pays attention to manners, ethics, and spirituality.

Symbolic Role in Society

IAIN SAS is also seen as an academic religious authority, which is often used as a partner by local governments, Islamic organizations, Islamic boarding schools, and local communities in:

- 1) Religious counseling,
- 2) Socio-Islamic studies,
- 3) Community empowerment based on Islamic values.

Strategic Advantages:

- 1) Attracting prospective students who want an education based on religion and morals.
- 2) Strengthening alumni and community loyalty, because the institution is assessed as being in accordance with local religious cultural values.
- 3) Enhancing the role of campuses as centers of religious moderation and strengthening moderate Islam.
- 4) To become a strategic partner of the government and religious leaders in strengthening socio-religious affairs in the region.

4. Conclusion

Based on the results of research conducted through a case study approach and SWOT analysis of the State Islamic Institute (IAIN) Syaikh Abdurrahman Siddik Bangka Belitung, several important points can be concluded regarding strategies to increase interest in entering prospective new students. The promotional strategy implemented by the institution to date is still considered suboptimal. Promotional activities are still conventional and have not

touched on modern media and promotional channels that are more effective in reaching the younger generation, such as social media, digital content, and internet-based communication platforms. The limited budget and the absence of a dedicated team to handle promotions professionally also exacerbate this situation. Internally, the institution faces significant challenges. Limited human resources, both in terms of quantity and competence in the field of educational promotion and marketing, are a major obstacle in developing and implementing an effective promotional strategy. In addition, supporting facilities and infrastructure—such as study rooms, digital facilities, and promotional technology—are still inadequate to compete with other, more modern universities and progressive.

5. References

- Septiani, Sisca et al. 2024. Curriculum Development: Theory, Model, and Practice. Banten: Sada Kurnia Pustaka.
- Abdullah et al. 2024. Campus Promotion Strategies to Increase Prospective Student Interest *New students*. Economist, Vol. 1, No. 4, 2024 pp. 74–80. (Accessed March 14, 2025)
- Elimar, Tara, et al. 2024. Promotion Strategy for New Student Admissions in State Islamic Religious Universities. *Journal of Islamic Education Management*, Vol. 2 No. 1/May 2024, p. 176-185.
- Izulhaq, Teuku Islamul, and El Adawiyah, Sadiyah. Public Relations Strategy of Palu Health Polytechnic in Attracting Prospective New Students. *Journal of Social Humanities and Education*, Vol.3, No.1 March 2024.
- Nisa, Alfiatin. 2015. The Influence of Parental Attention and Student Learning Interest on Social Studies Learning Achievement. *Scientific Journal of Education Factors*, Vol. II No. 1 March 2015. (Accessed March 26, 2025)
- Muhammad Wahyu Ilhami, et al. 2024. Application of Case Study Method in Research *Qualitative*. Wahana Pendidikan Scientific Journal, May 2024, 10 (9), 462-469. (Accessed April 15, 2025)
- Rahardjo, Mudjia. 2017. Case studies in qualitative research: concepts and procedures. Presented at the Research Methods course, Graduate School, Maulana Malik Ibrahim State Islamic University of Malang, January 2017.
- Sugiyono, 2009. Quantitative, Qualitative, and R&D Research Methods. Bandung: Alfabeta.
- Andarusni Alfansyur, Mariyani. 2020. The art of managing data: Application of triangulation of techniques, sources, and time in social education research. *Journal of Studies, Research, and Development of History Education*.
- Alma, Buchari. (2007). Marketing Management and Service Marketing. Alfabeta.

Moleong, LJ (2014). Qualitative Research Methodology. Rosdakarya Youth.

Mulyasa, E. (2004). School-Based Management: Concepts, Strategies, and Implementation. Rosdakarya Youth.

Kotler, P., & Fox, K. F. A. (1995). Strategic Marketing for Educational Institutions. Prentice Hall.

Creswell, J. W. (2014). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. SAGE Publications.

Minister of Education and Culture Regulation No. 3 of 2020 concerning National Standards for Higher Education.

Suyanto & A. Jihad. (2013). Islamic Education Management: Concepts and Practices. Prenadamedia Group.