

Strategies for Increasing New Student Admission in Private Schools based on Islamic Boarding School (Study at Al Hikmah Vocational School, Blora)

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Abstract. *New Student Admission (PPDB) is a crucial aspect of student management, particularly for private schools that must compete with public schools that have stronger regulatory support. This study aims to analyze strategies for improving PPDB at SMK Al Hikmah Blora, identify challenges faced, and contribute to collaboration with external parties such as alumni, community leaders, and the Education Office. The study used a qualitative method with a case study approach. Data were obtained through in-depth interviews with the principal, the PPDB committee, senior teachers, alumni, and representatives of the Education Office, supported by observation and documentation. The results show that strategies for improving PPDB are implemented through digital promotion, visits to junior high schools, strengthening the superior image, and involving alumni. The main challenges faced are the zoning policy of public schools and limited publications. Collaboration with alumni, community leaders, and the industrial world plays a significant role in expanding the promotional network. The implications of the study emphasize the importance of strengthening technology-based promotional strategies, ongoing collaboration, and regular evaluation so that SMK Al Hikmah Blora can increase its competitiveness and strengthen its position as a superior Islamic boarding school-based private school.*

Keywords: *External Collaboration; PPDB; Strategy; Student Management; Zoning.*

1. Introduction

Education is an investment in the future of humanity. Everyone wants their country to progress. Therefore, it is the responsibility of all citizens, including families, schools, and communities. Schools have a significant responsibility for the ongoing educational process. Therefore, school management must be able to effectively realize its vision, mission, goals, and objectives. According to Kristiawan et al. (2017), the scope of educational management includes curriculum management, personnel management, student management, infrastructure management, finance, public relations, special services, and administrative management.

Student management is crucial for educational institutions to organize and direct their students to improve their performance through effective and efficient management. Students should not simply be accommodated, but should be managed clearly so that the output of the educational institution can produce good and high-quality graduates. Student management must be implemented transparently and with quality, as students are both subjects and objects in the process of transforming knowledge and skills. According to Prihatin (2011), the scope of student management includes:

- 1) Student planning,
- 2) Student acceptance,
- 3) Grouping,
- 4) Attendance,
- 5) Discipline development,
- 6) Class promotion and majors,
- 7) Student transfers,
- 8) Graduation and alumni,
- 9) Extracurricular activities,
- 10) Student management procedures,
- 11) The role of the principal in student management, and
- 12) Managing student services.

Accepting new students is the first step taken in an educational institution. Of course, this activity is carried out through a selection process that has been carried out by the educational institution for prospective new students. The procedure for accepting new students consists of; (1) Formation of a new student admission committee, (2) New student admission meeting, (3) Making, sending, or posting announcements, (4) Registration of prospective new students, (5) Selection of new student admissions, (6) Determination of new students who pass the selection, (7) Re-registration. (Rifai, 2018)

There are differences between public and private schools in the implementation of New Student Admissions (PPDB) recruitment. In public schools, prospective students seek and apply on their own. In contrast, private schools must work harder to attract new students. According to Central Java Governor Regulation Number 9 of 2019 concerning PPDB at Senior High Schools (SMAN) and Vocational High Schools (SMKN) in Central Java Province, PPDB is implemented through three channels: zoning, achievement, and parent/guardian transfer.

The 2019 PPDB zoning system has resulted in many students entering public schools, with the rule that 90% of new students reside near the school and 10% are open to applicants from outside the area. According to the Decree of the Head of the Education and Culture Office of Central Java Province Number 421/07651 concerning Technical Guidelines for PPDB for State Senior High Schools and Vocational High Schools in Central Java Province for the 2019/2020 Academic Year, the PPDB with the zoning system is only implemented in State Senior High Schools.

2. Research Methods

Qualitative research methods are used in a variety of contexts and have a number of reasons behind their selection. Here are some reasons why researchers use qualitative methods:

1. Deep Understanding of Social and Cultural Context

Qualitative methods allow researchers to understand the context. Social and cultural factors that influence the acceptance of new students in private Islamic boarding schools. In this study, it is important to explore the values, norms, and beliefs that exist in the community surrounding the Islamic boarding school. Through in-depth interviews or focus group discussions, researchers can collect information that is not only numerical but also narrative, providing a more holistic picture of the factors influencing the decisions of parents and prospective students.

2. Flexibility in Data Collection

Qualitative methods offer flexibility in data collection. Researchers can adjust questions and approaches based on participant responses, allowing for the exploration of issues that might otherwise be unforeseen. For example, if a particular theme emerges during interviews related to community perceptions of Islamic boarding school-based education, researchers can delve deeper into that theme to gain richer insights.

3. Deep Exploration

Qualitative methods allow researchers to delve deeper into why and how a phenomenon occurs, not just what or how many. In this context, researchers can understand the underlying reasons behind enrollment rates, non-statistical factors influencing school choice (e.g., religious values, the reputation of the Islamic boarding school, community recommendations), and the decision-making processes of prospective students and parents.

3. Results and Discussion

3.1. Strategy for Increasing PPDB at Al Hikmah Vocational School

Based on the results of interviews with school principals and the PPDB committee, it was discovered that the strategy for increasing new student admissions (PPDB) began with the process of identifying problems that arose from the declining trend in the number of applicants each year.

"We see that every year the number of applicants does not meet the target, partly due to the zoning system which benefits public schools more." (Informant 1)

This statement clarifies that external factors in the form of government policies are one of the main obstacles in increasing PPDB.

After identifying the problem, the school conducted a SWOT analysis to understand SMK Al Hikmah's position in the competitive landscape. The head of the PPDB committee explained:

"Our strengths lie in our excellent religious programs and varied majors, but our weaknesses lie in the lack of promotion and our limited network with junior high schools around Blora." (Informant 2)

From this statement, it can be understood that the PPDB strategy must be based on utilizing internal strengths while anticipating external threats, such as the dominance of state schools.

Furthermore, strategies were developed to strengthen school promotion through social media, scholarship programs, and improving the quality of public services. One teacher added:

"Now we are more active in using the school's Instagram and Facebook, and also creating video content about student activities to attract the attention of prospective students." (Informant 3)

From the results of this interview, it is clear that digital marketing is starting to become an important part of the PPDB strategy.

Thus, the strategy for increasing PPDB (School Enrollment) at Al Hikmah Vocational School is structured in a hierarchical manner: problem identification → SWOT analysis → development of a promotional strategy based on the school's strengths. This strategy is expected to attract prospective students and bring the enrollment figure closer to the target of 152 students per year.

The results of this study indicate that the PPDB strategy implemented by SMK Al Hikmah is not simply a practical step, but rather an adaptation to national policies and local competitive conditions. A SWOT analysis provides an objective basis for understanding the school's strengths and weaknesses, allowing for more targeted strategy development. The use of digital marketing, in addition to adapting to the characteristics of Generation Z, also provides a solution to the limitations of conventional promotion. This strategy aligns with the research objective, which is to analyze efforts to improve PPDB so that schools remain competitive amidst the zoning system.

3.2. Internal Factor Analysis Summary (IFAS)

Internal factor analysis is conducted to identify strengths and

The weaknesses of SMK Al Hikmah Blora in formulating strategies to increase new student admissions. Internal factors consist of strengths and weaknesses, which are assessed by assigning weights, ratings, and scores.

- The weight indicates the level of importance of each factor with a total weight = 1.00.
- Ratings are given on a scale of 1–4:
 - a. 4 = very strong (major strength) / very minor weakness
 - b. 3 = fairly strong (moderate strength) / relatively small weakness
 - c. 2 = quite weak (weakness is quite obvious)
 - d. 1 = very weak (major weakness)
- The score is obtained by multiplying the weight and rating.

Table Internal Factor Analysis Summary (IFAS) Matrix of Al Hikmah Blora Vocational School

No	Internal Strategy Factors	Weight	Rating	Score
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Strengths				
1	Affordable education costs	0.15	4	0.60
2	Vocational competency-based curriculum	0.15	4	0.60
3	Islamic boarding school program (yellow book study)	0.10	3	0.30
4	Professional teaching staff	0.15	4	0.60
5	School facilities are relatively adequate	0.10	3	0.30
Subtotal Strength		0.65		2.40
Weaknesses				
1	The use of technology is not optimal	0.10	2	0.20
2	Inadequate facilities and infrastructure	0.10	2	0.20
3	Poorly maintained facilities	0.05	2	0.10
4	Limited extracurricular activities	0.05	2	0.10
5	The school's reputation is still low	0.05	1	0.05
Subtotal Weaknesses		0.35		0.65
TOTAL		1.00		3.05

Based on the calculations in Table, the total internal factor score was 3.05. This figure indicates that SMK Al Hikmah Blora's internal strengths outweigh its weaknesses. Therefore, the school has sufficient internal capacity to increase new student enrollment.

The main factors supporting the increase in PPDB are affordable education costs, relevant vocational curricula, and professional teaching staff. However, weaknesses that need immediate address are the minimal use of technology in school promotion, limited infrastructure, and the school's low reputation compared to competitors.

3.3. Internal Factor Analysis Summary (IFAS)

External factor analysis aims to identify opportunities and threats that influence strategies to increase new student admissions at SMK Al Hikmah Blora. External factors are assessed using weights, ratings, and scores.

- The weight indicates the level of importance of each factor (total weight = 1.00).
- Ratings are given on a scale of 1–4:
 - 4 = school response is very good to opportunities/threats
 - 3 = school response is quite good
 - 2 = school response is poor
 - 1 = school response is very weak
- The score is obtained by multiplying the weight and rating.

Table External Factor Analysis Summary (EFAS) Matrix of Al Hikmah Blora Vocational School

No	External Strategy Factors	Weight	Rating	Score
Opportunities				
1	Partnership with the business and industrial world (DUDI)	0.15	4	0.60
2	Utilization of technology and social media for promotion	0.15	3	0.45

3	Vocational school revitalization program from the government	0.10	3	0.30
4	Increasing interest public to Islamic boarding school	0.10	3	0.30
5	Alumni success in the world of work	0.10	3	0.30
Subtotal Opportunities		0.60		1.95
Threats				
1	Increasing competition between educational institutions strict	0.15	3	0.45
2	Fluctuations in student interest each year	0.05	2	0.10
3	The school location is not strategic	0.05	2	0.10
4	Major considered not enough relevant with industrial needs	0.10	2	0.20
5	Lack of use of social media compared to competitors	0.05	2	0.10
Threat Subtotal		0.40		0.95
TOTAL		1.00		2.90

Based on Table, the total external factor score was 2.90. This value indicates that SMK Al Hikmah Blora is quite capable of capitalizing on external opportunities, although it still faces significant threats.

The school's greatest opportunity lies in partnerships with the business/industry sector (DUDI), which can be a major draw for the PPDB (Enrollment Admissions) program, guaranteeing graduates' employment prospects. Furthermore, leveraging technology and social media is a crucial opportunity that must be maximized immediately to increase the school's public awareness.

The main threat comes from increasingly fierce competition between schools, especially with those with better reputations and more modern facilities. Furthermore, schools with less strategic locations and majors deemed irrelevant also have the potential to discourage prospective students.

Table Final IFAS and EFAS Scores of Al Hikmah Blora Vocational School

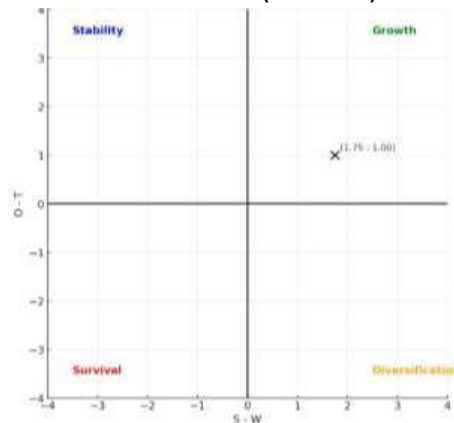
IFAS	Category	Total Score	EFAS
Strength (S)	2.40	Opportunity (O)	1.95
Weakness (W)	0.65	Threat (T)	0.95
S - W	1.75	O - T	1.00

Combining the internal and external assessment results, the IFAS score (reflecting strengths and weaknesses) is 1.75, while the EFAS score (reflecting opportunities and threats) is 1.00. This places SMK Al Hikmah Blora in the SO (Strength–Opportunities) quadrant, indicating that an aggressive strategy is the right choice. In other words, the school has sufficient internal capacity to seize the various opportunities available in the external environment.

This aggressive strategy means that SMK Al Hikmah Blora needs to optimally utilize its strengths, such as affordable education costs, A vocational competency-based curriculum, a unique Islamic boarding school program, and professional teaching staff. All of these strengths can be used as key capital to capitalize on external opportunities such as partnerships with business and industry, the use of technology and social media, increased public interest in Islamic boarding schools, and the success of alumni in the workforce. With this combination, the school has a solid foundation to increase the number of new student intakes through broader promotional strategies, strengthening the Islamic boarding school's branding, and developing collaborations with relevant external parties.

Figure SWOT Analysis Quadrant

The following is a SWOT Quadrant Diagram for SMK Al Hikmah Blora. The coordinates are at (1.75 : 1.00), placing the school in Quadrant I (Growth). This means that SMK Al Hikmah Blora



is in an aggressive strategic position, a condition where the school's internal strengths are substantial and can be optimally utilized to capture external opportunities.

Thus, strategies to increase new student admissions can be focused on leveraging strengths such as affordable fees, competency-based curriculum, professional teaching staff, and the image of Islamic boarding schools, to expand digital promotion, build industry partnerships, and enhance the school's reputation.

Based on the internal and external strategies, a Grand Strategy table can be compiled in the SWOT analysis as follows:

Table SWOT Strategy Matrix of Al Hikmah Blora Vocational School

IFAS / EFAS	STRENGTH(S)	WEAKNESS(W)
OPPORTUNITY(O)	SO Strategy	WO Strategy

	Optimizing affordable education costs and the image of Islamic boarding schools to attract public interest through digital promotions and social media. Strengthening cooperation with the business world/industrial world (DUDI) with curriculum vocational support education so that graduates have higher competitiveness. Utilizing adequate school facilities and Islamic boarding school programs as a unique attraction to compete with other schools. Involving students and alumni in creative promotions based on information technology, so that they can improve branding	Overcoming technological and facility limitations by establishing partnerships with external institutions/agencies that support the digitalization of learning. Gradually updating facilities and infrastructure to maximize digital promotion and branding of Islamic boarding schools. Taking advantage of availability information Technology For optimizing extracurricular activities services to make them more attractive to new students. Developing regular digital literacy programs so that teachers and students are able to take advantage of opportunities from developments in information technology. Using momentum
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	school. 5. Developing semi-Islamic boarding school education services as a form of diversification of offerings For adapt to trends public interest.	increasing public interest to Islamic boarding school education to improve internal weaknesses, especially in non-academic services.
THREATS(T)	ST Strategy	WT Strategy

	Improving the quality of academic and Islamic boarding school-based services to differentiate schools from both public and private competitors. Optimizing the role of professional teachers in dealing with fluctuations student learning motivation with a personal approach and religious. Providing additional digital-based facilities to adapt to development technology and learning trends modern. Differentiating services education (academic and religious) as a characteristic of the school Islamic boarding schools so that it is not easy	Increase internal management to be able to face increasingly tight educational competition with better resource management efficient. Upgrading facilities and infrastructure to reduce the gap with competing schools and increase the attractiveness to prospective new students. Providing assistance special in digital literacy for students who are still having difficulty adapting with learning technology-based. Using strategy creative communication based
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	compared to withother public schools. 5. Developinnovative Islamic boarding school-based programs such as digital yellow book studies to attract the interest of the younger generation.	social media to improve reputational weaknesses and compete with the school's image other. 5. DevelopIslamic and digital-based extracurricular programs to keep schools attractive althoughfacing pressure from external environment.
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3.4. Challenges in the PPDB Process and How to Overcome Them

The interview results showed that the main challenges for PPDB at Al Hikmah Vocational School were competition with public schools due to the zoning system, limited promotional budget, and low interest among some members of the public in private schools.

"People prefer public schools because they're cheaper and the zoning system automatically allows them to enroll." This indicates external barriers that schools cannot fully control. (Informant 1)

Furthermore, internal challenges arise from a lack of professional promotional staff and limited access to information for communities in remote areas. The head of the PPDB committee explained:

"We often only rely on banners and brochures, even though today's students seek more information via the internet." (Informant 2)

From this, it can be seen that there is still a gap between conventional promotional methods and the digital-based needs of prospective students.

To address these challenges, schools routinely implement and evaluate their PPDB strategies. The PPDB committee now holds evaluation meetings after each registration period to assess the effectiveness of the measures taken.

"We try to improve our strategy from year to year. For example, last year, social media wasn't optimal, so this year we increased our digital content." (Informant 3)

Through a continuous evaluation process, schools can adapt their strategies to meet on-the-ground conditions. External barriers such as the zoning system are difficult to change, but schools strive to highlight their unique strengths as faith-based institutions to remain attractive to prospective students.

The challenges faced by Al Hikmah Vocational School demonstrate the structural inequalities between public and private schools. The zoning policy, which is intended to equalize access to education, has actually resulted in a reduction in the number of prospective students enrolled in private schools. In this context, the adaptive strategies implemented by Al Hikmah Vocational School, such as improving digital content, conducting regular evaluations, and strengthening the school's image as a religious school, address the second research question. These efforts also demonstrate the school's commitment to continuous innovation despite limited resources.

3.5. Competitiveness Analysis at Al Hikmah Blora Vocational School

Competitiveness analysis is a crucial element in determining strategies to increase new student admissions. SMK Al Hikmah Blora, as a private Islamic boarding school, has its own advantages by combining vocational education and Islamic values. To understand the school's competitive position, Porter's Five Forces approach is used, which analyzes five main forces that influence the competitiveness of an educational institution: the threat of new entrants, the bargaining power of consumers, the bargaining power of suppliers, the threat of substitute products/services, and the level of competition between similar institutions.

1. Threat of New Entrants

The threat of new entrants to the education sector is quite high, given the large number of private schools popping up in Blora and the surrounding area. Each new school typically offers a different flagship program, such as technology-based or character-based. However, SMK Al Hikmah Blora has a competitive advantage through... positioning it self as a vocational school based on Islamic boarding schools. The added value of religious education with the study of yellow books, affordable fees, and the image of Islamic boarding schools make this school a distinct institution that is difficult for newcomers to imitate. However, this threat must still be anticipated by strengthening promotion and innovation of educational programs to maintain relevance.

2. Bargaining Power of Consumers (Students and Parents)

In the context of education, students and parents are primary consumers with significant bargaining power. Parents are increasingly critical in choosing a school, particularly regarding educational quality, facilities, graduate job prospects, and fees. SMK Al Hikmah Blora is able to compete by offering more affordable tuition compared to other private schools and boasting a unique advantage in the form of a pesantren-based vocational curriculum. Furthermore, the success rate of alumni accepted into the workforce enhances the school's appeal. However, to increase consumer loyalty, the school needs to continuously improve services, enhance facilities, and optimize extracurricular programs, which are currently considered inadequate.

3. Bargaining Power of Suppliers (Teachers, Education Personnel, and External Partners)

In the world of education, suppliers can be understood as educators, administrative staff, and external partners who contribute to the teaching and learning process. SMK Al Hikmah Blora has professional teachers who serve as a key internal strength. However, on the other hand, the demand for improving teacher quality in mastering digital technology remains a challenge. Furthermore, the presence of external partners such as the business and industrial world (DUDI) is crucial in supporting the relevance of vocational education. The stronger the collaboration with external parties, the higher the school's competitiveness. Therefore, strengthening relationships with DUDI, government institutions, and religious organizations needs to be continuously expanded.

4. Threat of Substitute Products or Services

The threat of substitution in education arises from the existence of alternative educational institutions, such as vocational courses, informal schools, or packaged programs. For some people, especially those directly oriented towards the world of work, vocational courses are considered more practical and affordable than formal schools. However, the advantage of SMK Al Hikmah Blora is its ability to provide formal education with a recognized diploma, accompanied by religious education that strengthens students' character. With this advantage, the school can compete with substitute institutions by emphasizing differentiation, namely that graduates not only possess skills but also possess Islamic character.

5. Competition between Similar Institutions

Competition among educational institutions in Blora is quite intense, especially with public schools, which tend to be more popular due to lower fees and better facilities. Furthermore, several private schools also offer superior programs such as digital technology or foreign

language proficiency. This competition requires SMK Al Hikmah Blora to continue differentiating itself through a combination of vocational education and Islamic boarding school (pesantren), strengthening the school's branding based on Islamic values, and improving its reputation to become more competitive. With innovative educational services, a strengthened curriculum, and creative promotions through social media, the school has the potential to expand its student base.

Based on Porter's Five Forces analysis, SMK Al Hikmah Blora has relatively strong competitiveness due to its affordable costs, professional teaching staff, adequate facilities, and unique identity as a pesantren-based vocational school. Challenges remain, both from competition among educational institutions, demands for improved digital quality, and the existence of informal education substitutes. Therefore, strategies that can be taken are strengthening service differentiation, improving teacher and facility quality, expanding external partnerships, and utilizing digital promotions to strengthen the school's positioning. With these steps, SMK Al Hikmah Blora has the potential to increase new student intake while strengthening its competitiveness at the local and regional levels.

4. Conclusion

Based on the results of research and discussion regarding strategies for increasing new student admissions (PPDB) at Al Hikmah Blora Vocational School, the following conclusions can be drawn:

1. The strategy for increasing the number of students admitted to the Al Hikmah Vocational School in Blora is implemented through three main approaches: social media-based digital promotion, direct outreach to the community, and strengthening the school's image through positive activities. This strategy is designed to respond to external challenges such as competition with public schools and zoning policies that limit the freedom of private schools. The use of social media serves as a modern communication tool that can reach more prospective students, while direct outreach to the village community maintains emotional closeness with parents and prospective students.
2. Challenges in the PPDB process can be grouped into external and internal factors. External factors include public school zoning policies that favor public schools and the public perception that private schools are more expensive. Internal factors include inconsistent promotion and suboptimal coordination among PPDB committees. Efforts to address these include increasing cost transparency, providing scholarship programs, strengthening ongoing digital promotion, and improving internal coordination through regular strategy evaluations.

3. Collaboration with external parties has proven significant in supporting the increase in enrollment. Alumni act as promotional agents through testimonials of success, community leaders help build public trust, and the Education Office provides regulatory support and partnership facilitation. This collaboration is a synergistic strategy that strengthens the school's internal efforts while simultaneously enhancing Al Hikmah Vocational School's competitiveness amidst the competitive landscape of education.

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