

Implementation of New Student Admissions at Elementary School 07 Sungai Beremas, West Pasaman Regency: A SWOT Analysis Approach

*Ayra Ahyarti, Setya Ningsih, Rusdinal, Anisah, Merika Setiawati

Master Program of Educational Administration – Faculty of Education Sciences, Universitas Negeri Padang, Padang, Indonesia
*E-mail: aahyarti@gmail.com

Received: 11 Nov. 2024, Revised: 25 Nov. 2024, Accepted: 15 Des. 2024

ABSTRACT

The study aims to offer actionable insights to improve student enrollment rates and enhance recruitment strategies. Using a qualitative descriptive approach and a SWOT analysis framework, the study explores both internal and external factors influencing the New Student Admissions (NSA). Key findings reveal that the school implements NSA through structured planning, which includes evaluating capacity and class size, setting transparent admission criteria, and adhering to Standard Operating Procedures (SOPs). The admission process comprises three main stages: registration, announcement of accepted students, and re-registration. The school leverages its strengths, such as a strong reputation, strategic location, and competent educators, while addressing weaknesses like limited promotion and outdated enrollment systems. Opportunities, including population growth and government support, are strategically utilized, while threats like competition from neighboring schools and zoning policies are mitigated. The study concludes that a well-structured NSA process, combined with insights from SWOT analysis, enhances the school's ability to attract and retain students. Recommendations focus on improving promotional outreach, investing in technological upgrades, and fostering community engagement to ensure equitable and quality education.

Keywords: NSA, SWOT, Elementary education, Enrollment strategy, West Pasaman.



This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International License

INTRODUCTION

Strength, Weakness, Opportunities, and Threats (SWOT) analysis is a process in which the management team identifies both internal and external factors that will affect the organization's or company's future performance (Sammut - Bonnici & Galea, 2015). The results of this identification process will be used to support strategic planning and to manage the business most effectively and efficiently. By conducting a SWOT analysis, the strengths and weaknesses of the organization are assessed, along with the opportunities and threats existing in the external environment (Pickton & Wright, 1998).

SWOT analysis can be utilized to evaluate and understand organizational conditions (Verboncu & Condurache, 2016). A school must thoroughly analyze its strengths, weaknesses, opportunities, and threats when implementing New Student Admissions (NSA) processes. This is crucial because a school's credibility may come into question if there is a significant drop in student enrollment or no students enroll at all. If this occurs, the school must examine the causes behind the situation by analyzing its strengths and weaknesses to address the problem effectively.

The implementation of NSA, also referred to as NSA, is the process of accepting new students for the upcoming school year, which is carried out by all schools (Al-Amien & Santosa, 2022). This process is governed by the Regulation of the Minister of Education and Culture No. 1/2021, concerning the Admission of New Learners in Kindergartens, Elementary Schools, Junior High Schools, Senior High Schools, and Vocational High Schools, as well as by the Decree of the Secretary General of the Ministry of Education and Culture No. 47/2023, which provides guidelines for implementing the regulation. These regulations serve as a reference to ensure that NSA is conducted in an objective, transparent, and accountable manner (Surahman, 2023; Dharin & Fatmawati, 2024). The NSA policy aims to ensure equal opportunities for students to access equitable and quality education services (Kawuryan *et al.*, 2021). This is achieved by strengthening the role and commitment of local governments, education units, parents, and communities, in realizing a fair and transparent implementation of NSA.

The purpose of this study is to identify the strengths and weaknesses of Elementary School 07 Sungai Beremas in the process of admitting new students. The findings from this study are expected to contribute to increasing student enrollment at Elementary School 07 Sungai Beremas. Additionally, this study will help improve the implementation of NSA in terms of promotion, strategies, and recruitment methods. The advantages that the school possesses can be used as a promotional tool to attract parents to enroll their children at Elementary School 07 Sungai Beremas.

METHODS

The admission process plays a critical role in ensuring the sustainability and quality of education in Elementary School. Effective planning and execution of this process help schools maintain their credibility and address the growing demand for equitable and quality education. To support this, SWOT analysis emerges as a strategic tool that allows schools to evaluate the internal and external factors influencing the success of NSA (Awuzie *et al.*, 2021). By leveraging this framework, researchers and school administrators can identify areas for improvement and implement actionable strategies that promote both the sustainability of student numbers and the overall quality of education.

The main objective of this study is to explore the application of SWOT analysis within the context of NSA in Elementary School. By identifying the elements of SWOT the study aims to offer insights into how schools can enhance their enrollment processes. These insights will provide valuable recommendations for improving both the quality and quantity of student intake each academic year.

This study adopts a qualitative descriptive approach, focusing on an in-depth analysis of the factors that influence the new student admission process in Elementary School (Nassaji, 2015). The aim is to holistically examine the internal and external conditions of the school, as framed within the SWOT analysis methodology. This approach allows for a nuanced understanding of how organizational strengths and weaknesses interact with external opportunities and threats. The study takes the form of a case study, focusing on one or more Elementary Schools that are actively implementing or have previously implemented NSA processes. Case studies are particularly suited to this study, as they enable an in-depth exploration of specific practices, challenges, and outcomes.

The study will be conducted at Elementary School 07 Sungai Beremas, which has been selected based on specific criteria. These criteria include: 1) School accreditation for ensuring that the selected school meets a certain standard of educational quality; 2) Geographical location for Understanding how the school's location influences the dynamics of new student enrollment; and 3) Enrollment methods for examining the strategies and processes used by the school to attract and admit new students.

The findings of this study are expected to: 1) Highlight the strengths and weaknesses of the new student admission process at the selected school; 2) Identify external opportunities that can be leveraged and threats that need to be mitigated to improve enrollment outcomes; 3) Provide actionable recommendations to enhance the sustainability of student intake and support the school in maintaining both quality and quantity in education delivery; and 4) Serve as a reference for other schools facing similar challenges in managing NSA.

RESULTS

3.1 Implementation of NSA

Schools need to carefully plan programs for NSA. Planning is the process of setting goals and establishing a series of actions to achieve them effectively. In any activity, planning is conducted by managers in alignment with their respective duties. As activities grow more complex, so does the planning process. In the context of NSA, planning involves: 1) Considering the capacity and class size; 2) Establishing criteria for prospective students; 3) Applying an objective, transparent, and accountable system; and 4) Implementing standard procedures for admissions. Schools must analyze their specific conditions to ensure NSA aligns with quotas and regulatory requirements. Mr. Syaiful Zukri, the Principal of Elementary School 07 Sungai Beremas, confirmed in an interview that NSA are conducted following prescribed procedures and comply with government regulations.

3.2 School Work Program Provisions for NSA

The admissions process aligns with the school's vision, mission, and objectives. Students register directly at Elementary School 07 Sungai Beremas or via services provided by the NSA committee to assist guardians living far from the school. Registration is a crucial stage in the NSA process, ensuring that students meet requirements before progressing to subsequent steps. The NSA committee communicates admission requirements and guides families through the process.

Process Overview:

- Registration: Submission of essential documents and initial screening.
- Announcement of Accepted Students: Information on students who passed the selection process.
- Re-Registration: Ensures commitment from accepted students and completion of documents.

During re-registration, guardians must submit documents such as family cards, birth certificates, photos, and kindergarten certificates (if applicable). All re-registration processes are free, with costs limited to uniforms and textbooks.

Table 1. Uniform Requirements

Day	Uniform Type
Monday-Tuesday	White shirt, red pants/skirt, white headscarf (girls)
Wednesday-Thursday	Batik shirt, black pants/skirt, black headscarf (girls)
Friday	White shirt, black pants/skirt, black headscarf (girls)
Saturday	Scout uniform, brown headscarf (girls)

3.3 SWOT Analysis at Elementary School 07 Sungai Beremas

Strengths (Internal Positive Aspects)

- Reputation: Strong track record in academic and non-academic achievements.
- Facilities: Comfortable classrooms, library, and basic technology access.
- Educators: Competent teachers dedicated to student growth.
- Environment: Strategic and safe location for learning.
- Extracurricular Activities: Popular programs such as sports, Tahfidz, and scouting.

Weaknesses (Internal Limitations)

- Promotion: Limited outreach, reducing awareness among the local community.
- Facilities: Insufficient science labs and technological resources.
- Manual Enrollment: Traditional systems lack modern appeal.
- Teacher-Student Ratio: Potential strain on learning quality due to disproportionate ratios.

Opportunities (External Factors to Leverage)

- Population Growth: Increasing number of families near the school.
- Partnerships: Potential collaborations with institutions and communities.
- Government Support: Policies promoting basic education (e.g., BOS funding).
- Education Trends: Growing parental interest in quality education.

Threats (External Challenges)

- Competition: Rival schools with similar or superior offerings.
- Policy Changes: Zoning laws affecting student intake.
- Economic Conditions: Financial constraints on families impacting enrollment.

Table 2. Strategy Plan Based on SWOT Analysis

Goal	Strategy
Optimize Strengths	Highlight achievements through social media, open houses, and brochures.
Leverage Opportunities	Build partnerships with local organizations for joint promotion efforts.
Overcome Weaknesses	Invest in digital promotion and technological upgrades for admissions.
Mitigate Threats	Maintain strong community relations to enhance loyalty and support.

3.4 Issues in SWOT Analysis

Several problems can arise during SWOT analysis if not properly managed (Salusu, 2016):

- Missing Link: Failure to connect internal and external factors, leading to poor decisions.

- Over-Optimism (Blue Sky): Underestimating weaknesses while overestimating strengths.
- Underestimating Threats: Misinterpreting threats as minor or hidden opportunities.
- Over-Focus on Weaknesses: Spending excessive time correcting flaws while neglecting strengths.
- Preemptive Action: Implementing strategies without a clear master plan, leading to misaligned outcomes.

The presented Tables (1 and 2) and data illustrate the results of the SWOT analysis and the strategic plan for Elementary School 07 Sungai Beremas. These insights aim to support continuous improvement in the new student admissions process, ensuring sustainability and quality education delivery.

3.5 SWOT Matrix by Keams

The SWOT Matrix provides a framework to analyze the interaction between internal factors (strengths and weaknesses) and external factors (opportunities and threats). Keams' model introduces a six-box matrix that categorizes these factors into strategic issues to guide decision-making.

Table 3. Matrix Layout

Internal Factors	External Factors
Strengths (S)	Positive internal capabilities and resources that give the organization an edge.
Weaknesses (W)	Internal limitations or deficiencies that hinder performance.
Opportunities (O)	External chances for growth and improvement in the environment.
Threats/Challenges (T)	External risks or obstacles that may adversely affect the organization.

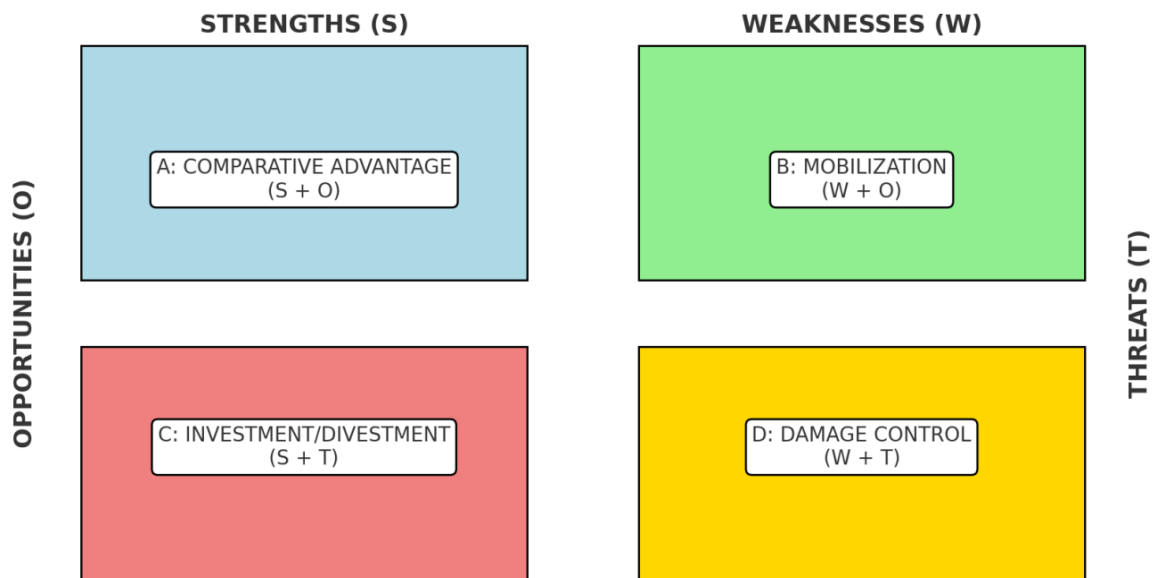


Figure 1. Four Strategic Issue in SWOT Matrix

The two best strategic elements converge such that executives must ensure they do not

fade away. Instead, they should reinforce them through various plans capable of providing adequate support. Cell A, which offers the organization an opportunity to grow faster, requires vigilance regarding unpredictable environmental changes. The critical question is how to leverage existing strengths to enhance competitive positioning. Cell B, focusing on the strategic issue of Mobilization, represents the intersection where external threats or challenges identified by decision-makers meet organizational strengths. Executives should strive to mobilize resources, leveraging the organization's strengths to mitigate external threats and potentially transform them into opportunities. Cell C highlights the strategic issue of investment/divestment, offering executives a choice in ambiguous situations. Although opportunities appear promising, the organization may lack the capacity to pursue them effectively. Forcing action in such scenarios could incur excessive costs detrimental to the organization. It is often better to forego these opportunities, leaving them to other organizations in a stronger position to capitalize on them. Cell D, the weakest among all cells, poses significant risks to the organization, often resulting in severe program detriment. Threatened by external forces and limited by weak resources, the recommended strategy involves managing losses to reduce their severity. This includes gradually improving resources in the hope of minimizing external threats and eventually converting weaknesses into strengths, albeit over a long period.

3.6 Use of SWOT Analysis

SWOT analysis compares external and internal factors. Implementing SWOT analysis in management requires an internal survey of a program's strengths and weaknesses alongside an external survey of opportunities and threats. These structured assessments are distinctively applied in the realms of planning and development. The external environment exerts a significant influence on a company or institution. SWOT analysis plays a pivotal role in enhancing the quality of management in an organization by providing insights that serve as benchmarks for further development. After conducting an analysis, it becomes essential to formulate a concrete vision, mission, goals, and work program to refine previous strategies (Jogiyanto, 2005; Budiman, 2018). Many companies and industry observers rely on SWOT analysis, a trend increasingly prevalent in the interconnected and interdependent 21st-century era of free trade. According to Budiman (2018), SWOT analysis is generally applied to: a. Analyze personal conditions and environments. b. Examine the internal conditions of an institution and its external environment. c. Assess the internal and external factors affecting a company. d. Determine one's position within the broader environment. e. Understand the standing of an institution among its competitors. f. Evaluate a company's capability to operate effectively amidst competition.

Every educational administration and management activity begins with the planning function. To achieve organizational goals, a well-defined plan must be developed, selected, and determined collaboratively. According to Mondy & Premeaux (1993), planning involves determining objectives and outlining how to achieve them. Imron Fauzi defines planning as the process of setting future goals. Planning, according to Anderson & Bowman (1973), is "the process of preparing a set of decisions for future actions". These definitions suggest that planning inherently includes decision-making, an essential part of the process. The initial step involves defining goals, followed by formulating methods and assigning responsibilities to achieve them. Before outlining specific actions, it is crucial to analyze to identify requirements for achieving goals effectively and efficiently. This

analysis should employ a SWOT analysis, which identifies Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is a reliable tool for developing educational institutions by examining internal strengths and weaknesses alongside external opportunities and challenges. According to Musfah (2015), the success of a program's implementation depends on established Standard Operating Procedures (SOPs). M. Kristiawan emphasizes that after decisions are finalized, the next step involves announcements outlining school details, registration procedures, requirements, fees, timelines, and more. M. Rifa'i notes that test results serve as the foundation for admission decisions in schools utilizing such systems. Siagian suggests that implementation entails organizing resources and encouraging organizational members to execute plans effectively. Nawawi & Rodhiah (2020) outlines that implementation encompasses activities like commanding, directing, and communicating to achieve organizational goals. This includes efforts to ensure the organization progresses through individual and collective contributions while remaining aligned with objectives.

Evaluation determines whether organizational behavior aligns with educational objectives and identifies necessary improvements. In student admission, the evaluation phase compares and measures achieved results against expected outcomes. This final administrative and management stage provides critical insights into whether corrective actions are required. Service improvement involves repairing or restoring an object or tool to its original condition after damage or wear. This process, often referred to as repair, includes replacing parts when necessary, although spare parts may not always be available or economically feasible. The Shewhart Cycle, initially introduced by Walter Shewhart (Best & Neuhauser, 2006), serves as a foundational methodology for quality control. Over time, it has evolved into the PDCA (Plan-Do-Check-Act) cycle, popularized by Deming, though he consistently credited Shewhart as its originator (Realyvásquez-Vargas *et al.*, 2018). This methodology remains vital for maintaining and enhancing the functionality and performance of systems or tools.

The implementation of NSA at Elementary School 07 Sungai Beremas, located in West Pasaman Regency, reflects a strategic and well-organized approach tailored to the region's unique context. The NSA process aligns with government regulations and the school's vision, mission, and objectives, ensuring accessibility and fairness for prospective students and their guardians.

Key aspects of NSA planning include:

- Capacity Management: Assessing the school's capacity and class sizes to optimize resource allocation.
- Objective Criteria: Establishing transparent and accountable admission standards to ensure fairness.
- SOPs: Implementing procedural guidelines to streamline admissions.

Community Engagement: Assisting guardians, especially those residing far from the school, through proactive support from the NSA committee. The NSA process consists of several structured stages:

- Registration: Submission and initial screening of essential documents, including family cards and birth certificates.
- Announcement of Accepted Students: Publication of results for students who meet selection criteria.
- Re-registration: Confirmation of student enrollment, free of charge, with costs limited to

uniforms and textbooks.

Elementary School 07 Sungai Beremas leverages its strengths such as a strong reputation for academic and extracurricular excellence, strategic location, and dedicated educators while addressing internal limitations like outdated enrollment systems and limited community outreach. The SWOT analysis highlights opportunities, including population growth in the West Pasaman area and government support, while identifying external threats like competition from neighboring schools and zoning policy impacts. By adopting a systematic and community-focused approach, the school ensures that the NSA process not only meets regulatory requirements but also fosters inclusivity and quality education. Continuous improvement driven by insights from SWOT analysis further enhances the school's ability to serve the educational needs of West Pasaman Regency effectively.

CONCLUSION

The implementation of NSA at Elementary School 07 Sungai Beremas is carried out through a structured and compliant process aligned with government regulations and the school's vision, mission, and objectives. NSA planning is a vital step that involves setting clear goals and defining actions to achieve them effectively. This includes evaluating the school's capacity and class size, establishing objective criteria for student selection, implementing a transparent and accountable admission system, and following SOPs. The admission process consists of three key stages: registration, which involves collecting and screening essential documents; the announcement of accepted students, where successful candidates are notified; and re-registration, where guardians confirm their children's enrollment and complete the necessary documentation. To accommodate families living far from the school, the NSA committee provides additional assistance during the process. Re-registration is free of charge, with costs limited to uniforms and textbooks. A SWOT analysis of the school highlights several strengths, including a strong reputation, competent educators, and diverse extracurricular activities, while addressing weaknesses such as limited promotional outreach, insufficient technological resources, and reliance on manual enrollment systems. Opportunities such as population growth and government support are leveraged to enhance the school's appeal, while threats, including competition from other schools and policy changes, are mitigated through strategic planning. This comprehensive approach demonstrates the school's commitment to providing equitable and high-quality education. By continuously refining its NSA processes and leveraging insights from SWOT analysis, Elementary School 07 Sungai Beremas ensures a robust admission system that aligns with best practices and supports its long-term educational goals.

ACKNOWLEDGEMENT

The author extends heartfelt gratitude to the Master Program of Educational Administration, Faculty of Education, Universitas Negeri Padang, for their invaluable support and guidance throughout this study.

REFERENCES

- Al-Amien, M. M., & Santosa, A. B. (2022). Principal's strategy in managing new student admissions in vocational high schools. *Jurnal Pendidikan Teknologi dan Kejuruan*, 28(2), 185-197.
- Anderson, C. A., & Bowman, M. J. (1973). An interview with C. Arnold Anderson. *Comparative Education Review*, 17(2), 145-159.
- Awuzie, B., Ngowi, A. B., Omotayo, T., Obi, L., & Akotia, J. (2021). Facilitating successful smart campus transitions: A systems thinking-SWOT analysis approach. *Applied Sciences*, 11(5), 2044.
- Best, M., & Neuhauser, D. (2006). Walter A Shewhart, 1924, and the Hawthorne factory. *BMJ Quality & Safety*, 15(2), 142-143.
- Dharin, A., & Fatmawati, E. (2024). Transforming early childhood education (The impact of Decree of The Minister of Education, Culture, Research and Technology No. 56/2022 at Kindergarten Cilacap Indonesia). *Education*, 4(7), 796-806.
- Kawuryan, S. P., Sayuti, S. A., & Dwiningrum, S. I. A. (2021). Teachers quality and educational equality achievements in Indonesia. *International Journal of Instruction*, 14(2), 811-830.
- Mondy, R. W., & Premeaux, S. R. (1993). Linking management behavior to ethical philosophy. *Journal of Business Ethics*, 12, 349-357.
- Musfah, J. (2015). *Manajemen pendidikan: Teori, kebijakan, dan praktik*. Kencana.
- Nassaji, H. (2015). Qualitative and descriptive research: Data type versus data analysis. *Language Teaching Research*, 19(2), 129-132.
- Nawawi, M. T., & Rodhiah, R. (2020). SWOT analysis on the SMEs of Batik products in Jambi city. *8th International Conference of Entrepreneurship and Business Management Untar (ICEBM 2019)*. 356-360.
- Pickton, D. W., & Wright, S. (1998). What's SWOT in strategic analysis? *Strategic Change*, 7(2), 101-109.
- Realyvásquez-Vargas, A., Arredondo-Soto, K. C., Carrillo-Gutiérrez, T., & Ravelo, G. (2018). Applying the Plan-Do-Check-Act (PDCA) cycle to reduce defects in the manufacturing industry: A case study. *Applied Sciences*, 8(11), 2181.
- Salusu, A. (2016). *Metode numerik: Dilengkapi dengan animasi matematika dan panduan singkat Maple*.
- Sammot-Bonnici, T., & Galea, D. (2015). SWOT analysis. *Wiley Encyclopedia of Management*, 1-8.
- Surahman, S. (2023). Management of learning of English subjects based on Ministry of Education Number 371/M/2021 at Madrasah Ibtidaiyah. *Linguanusa: Social Humanities, Education and Linguistic*, 1(1), 1-9.
- Verboncu, I., & Condurache, A. (2016). Diagnostics vs. SWOT analysis. *Revista De Management Comparat International*, 17(2), 114.