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The **PR MANAGEMENT** **And Brand Image** *In Islamic Higher Education*



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**THE PR MANAGEMENT
AND BRAND IMAGE IN ISLAMIC
HIGHER EDUCATION**



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WRITERS' FOREWORD

Bismillahirrohmanirrohiem

Praise be to Allah, the Almighty God for His mercy and grace, so that the authors can complete the research. *Salawat* and greetings may always be poured out to the Great Prophet Muhammad PBUH, because thanks to him, we are able to get out of the darkness into a brighter path.

Public relations (PR) has an important position in an organization. The PR also has an involvement in the existence, continuity, and even progress of an institution, organization, and education. It is also responsible for building good communication between educational institutions (internal parties) and with external parties. Wardaya, (2016) argues that good communication between internal institutions and external parties will be able to build public trust. This is important because one of the factors that influence the progress and decline of an educational institution is community involvement and trust. Communities that are actively involved in educational institutions will provide a positive influence and useful input to advance educational institutions. In turn, public trust will increase education customers.

Public relations in education is a planned and systematic two-way communication process between an educational organization and its internal and external environment to build value, interest, understanding and support for the organization. PR is the front gate that connects the internal environment of the institution or organization with the public or the community. PR is also referred to as the mouthpiece of an institution that has a

function as a medium for channeling information (P & Andriyani, 2020).

In higher education, PR is the process of revealing the best aspects of the school and receiving positive messages to gain support from the community (P & Andriyani, 2020; Çoruk, 2018; Immelman & Roberts-Lombard, 2015). Based on this opinion, the relationship between the university and the community will be well created if there is two-way communication and mutual understanding between the campus and the community. Thus, public trust will arise. In return, the community, especially prospective guardians, will send their children to universities that they trust.

PR as a modern management tool is structurally an integral part of an institution or organization, and PR is not a separate function from the function of the institution or organization. In line with the new concept, PR is a concept that emphasizes the importance of two-way communication, according to Howard Childs (Ngurah, 1999), and reconciles or adjusts to public interests in every aspect of the organization's personal and corporate behavior in society. So, PR, here, functions to help the organization make adjustments to the environment in which it operates.

As a management function, PR is related to how an organization develops policies so as to demonstrate a responsible performance. This is related to the fact that responsible performance is the basis for public acceptance of an organization. Therefore, PR is an organization that is not the responsibility of PR practitioners but must be the responsibility of the managers of the organization. PR practitioners in the context of PR as a management function must assist the organization in building its philosophy, achieving the goals set, adapting to its environment and being successful in competing for resources for the survival of the organization. As Baskin and

Aronoff (Ngurah, 1999: 9) say, "All managers, indeed, virtually all employees, represent their organization to some public".

So, it is clear that PR is not just a technical function but a managerial function that is responsible for the implementation of a significant relationship between the organization and its public (stakeholders). PR has a strategic function at the corporate level, a bridge, builder, and maintainer of harmony between the organization and its environment. Therefore, PR has a vision of building and maintaining the image of the organization as a successful corporation, both economically and socially. Because, a successful corporation will be accepted by the community as part of their assets, the assets of a nation.

Furthermore, the brand is, for a university, not just a name and location but an identity to be recognized and can be distinguished by the quality of its services from other schools. University branding strategy is very important for Islamic universities. Therefore, universities must be able to display the process of educational services through unique teaching and learning attributes, including the quality of learning, student learning satisfaction, student achievement and quality outcome. Universities are also able to give a deep impression to students and the community about the benefits of attending school in that place. Students and the community get the "value" of going to school (brand value) not only academics; but also in competitiveness and noble character. At the same time, the university can target "customers" who become its target market (Santoso, 2012). Public relations absolutely exist in an institution or educational institution, because the existence of public relations is to build school branding and reputation (Setyanto, Anggarina, & Valentina, 2017).

Furthermore, Santoso (2010) explains that the branding strategy for educational institutions leads to students' academic competence, curiosity and creativity. Managers should

determine competitive marketing planning by considering the anthropology and segmentation of students through the preparation of the university's mission and vision value strategy. To increase competitive advantage, students should have tutorial programs for both academic and non-academic achievements.

Based on this explanation, the author can conclude that school branding is not intended to package the university's inadequacies into a good impression, but to package well what the university has done to be communicated to the public. The positive things that have been implemented can be known by the public according to the actual situation. With a positive image, the university is expected to be able to attract the public to get to know the university better.

In building a brand image, Islamic universities have chosen several strategies that are considered relevant. One of them is by using social media as the main tool for marketing. These two higher education institutions utilize several types of social media, especially Instagram and use all the features on Instagram to maximize their work, information, and news posts.

According to Gelder, there are three elements of a strategy to improve the brand image of a service company or product. In this case, UIN Sunan Kalijaga and UIN Raden Mas Said have implemented these three elements so that the brand image built can be maximized. In the first element, namely brand positioning, UIN Suna Kalijaga has an integration-interconnection scientific jargon that is able to produce alumni who master science and religion wholistically. Thus, between one customer and another customer has a unique perspective different from alumni from other universities. Customers believe that UIN Sunan Kalijaga alumni are qualified and competitive.

The second element is brand identity, the selection of brand names that use the name Suna Kalijaga personally also aims to make the public recognize the services of one of the nine saints who have prophetic properties in spreading religion in Java. Commitment and consistency are needed in an effort to form the right brand identity. UIN Sunan Kalijaga has consistency in the performance and quality of alumni produced; so that its brand identity can be achieved well.

In the third element, brand personality, UIN Sunan Kalijaga and UIN Raden Mas Said instill a unique and different appeal from other universities. They can adjust between market desires and the products produced (alumni), so that customers feel attracted to the brand shown by the two universities on social media. The personality shown by the university leads to exclusivity with services that satisfy customers. All elements of the strategy applied are supported by customer statements through an evaluation that is carried out regularly.

The book in front of the reader is one of the books that discusses a very interesting issue, has not been discussed by many people, and has a high urgency in an organization. namely how the role of Public Relations in building a branding image in Islamic universities. The book is very appropriate for use by lecturers and students of Islamic Education Management and also students majoring in marketing from the Faculty of Economics. Related to this context, the author will discuss them into four chapters.

In the introduction, the author explains the background of writing this book. In addition, the author also presents several books and articles that have the same theme as the topic the author is exploring. This presentation is intended to position this book among the studies that have been done; so that the uniqueness and contribution of this book in the treasures of

branding development in Islamic universities can be seen. This book is divided into four chapters as explained below.

In chapter two, the author wants to explain the debate about the definition, functions, and responsibilities of PR. In addition, the author also discusses brand image, brand image in higher education, and the function of the brand as a marketing tool.

In chapter three, the author discusses PR management in building brand image. In this chapter, the author takes two examples of Islamic state universities, UIN Sunan Kalijaga and UIN Raden Mas Said, as models of PR management associated with building the university's brand image. And chapter four is the final part of this book which contains conclusions and closing remarks from the authors.

The authors fully realize that this book still needs a lot of improvement and depth of discussion. Therefore, the author always accepts constructive criticism from readers. Finally, we do hope this book will bring benefits to management practitioners and decision-makers in building the brand image of Islamic universities. The author would also like to thank all those who have helped in the preparation of this book.

October 22

Authors

TABLE OF CONTENT

Foreword	v
Table of Content	vii
INTRODUCTION	1
A. Problematical Background	1
B. The Prior Research	9
D. Theoretical Review	12
Public Relation Management and Branding Image	29
A. Public Relation Management	29
B. Functions of Public Relations Management	35
C. Scope Of Public Relations.....	45
D. The Brand Image.....	47
E. Brand Image In Higher Education.....	56
F. Universities PR and Image Branding.....	65
State Islamic Hinger Education.....	69
A. UIN Raden Mas Said Surakarta.....	69
B. UIN Sunan Kalijaga Yogyakarta	79
PR Managenent in Building Brand Image at UIN Sunan Kalijaga	97
A. PR in Bulding Brand Image.....	97

B. Research Fact Finding	98
C. Planning – Decision	101
D. Communication – Action	105
E. Evaluation.....	140
F. The Branding Implication Toward University	144
The PR Management of Branding Image at UIN Raden Mas Said Surakarta	149
A. The Function Of PR UIN Raden Mas Said Surakarta	149
B. Planing.....	153
C. Communication-Action.....	156
D. PR Strategies In Building Image.....	162
E. Evaluation.....	190
F. The Branding Implication Toward University	196
Closing.....	199
References	205

INTRODUCTION

A. Problematical Background

Education is a very important aspect of the implementation of human rights, the performance of these rights is carried out by each country to achieve the national goals and objectives of the country concerned. Indonesia is one of the countries that recognizes and protects human rights in education. Education is the biggest investment area in developing and shaping the whole person. Education is believed to be able to form civilized and quality human resources (Mulyadi 2018)

Currently, discussions on public relations in educational institutions are still working well by educational institutions, especially in Islamic higher education institutions. This is inseparable from the lack of information and knowledge possessed by managers in these institutions. For educators, public relations (PR) has a very important function. With good PR management, educational institutions can build their trust and existence in the community so that they can be used as an effective way to promote a good image in society.

An educational institution that struggles to be known by the public must be able to create a positive image. So

that the community can make decisions to enroll their children and actively participate in the development of educational institutions. Therefore, the development of the quality of educational institutions must be supported by productive PR management based on a clear vision and mission (Qoimah 2018). PR management conceptualized and operated by every organization essentially has similarities and differences (Harini 2014). Meanwhile, based on the characteristics and functions, the scope of PR includes internal and external aspects depending on the type of organization, government, public relations, and public relations or international.

At first, image was used in the industrial world, especially with regard to an industrial product. With the current of globalization, image is then interpreted as an emanation or reproduction of identity or the form of individuals, objects or organizations/institutions (Steinmetzs 2010). Another opinion was expressed by Sandra Oliver that image is an assumption that arises in consumers when remembering a certain product (Oliver 2006). That mindset can appear in the form of certain thoughts or impressions related to something like brand or product. The form of a person's mind is then conceptualized based on certain classifications like; carrying capacity, memory, and certain uniqueness of the product. So according to the assumption, it can be in the form of attributes, benefits and attitudes. Meanwhile, what is meant by building an image is how to view educational institutions both externally and

internally through the activities done by the institution (Mahfuzhah 2018)

In the education world, image is a form of impression captured by consumers, the community, parents of students and parties who use services in education. Thus, the service attribute intended in education is merit. From this explanation, it can be concluded that the form of PR communication is very decisive on the image of the organization/institution in carrying out verbal and non-verbal communication of the company/institution. There have been several attempts to raise the image of the institution. The first is externally, which is done through two ways, coercive and persuasive. The coercion model is defined as a form of institutional authority that contains rules that bind the public. Meanwhile, the persuasive model is a series of communication efforts that function to influence public psychologists through several promotions such as the delivery of information orally, lectures, propaganda, and lobbying to influence the public's point of view.

Therefore, the public's perception of the institution depends on how the PR management and its character is as a representative figure of the institution or organization. PR managers in educational institutions must be handled by personnel who have extensive knowledge, character, and figures who are able to convince the public. In addition, they must have an optimistic, objective attitude, be able to analyze and rationalize the problems of educational institutions in building an image (Wahyudin and Erlangga 2018).

Meanwhile, image is the way how the public perceive a company, person, a committee or an activity. In other words, image is a set of beliefs, ideas, and impressions of a person towards a particular object. Meanwhile, image building is a technique to shape the public perspective towards educational institutions both externally and internally through measurable activities and steps. Conceptually, public relations strategy in building the image of the institution is a series of ways based on the situation and conditions to build public opinion in order to obtain a good image for the institution. Therefore, according to F. Rachmadi, there are 5 tasks of PR managerial; fact finding, planning, communication or implementation, and evaluation (Rachmadi 1992).

The changes in education and technology encourage Islamic educational institutions to continue improving and building the quality of their institutions. The main goal of that program is to keep sustainability or to survive in this tight competition. One of the strategies can be done is creating branding for the Islamic educational institution. Brand image, is a set of consumer beliefs about a particular brand (Kotler 2001). Building a brand image is an important thing for a company or educational institution to do, because the brand image becomes a reference for consumers in making choices. Brand image can also be interpreted as the image given by consumers to producers of both goods and services. An effective brand image can reflect three things, namely: building the character of the product and providing proportional value, conveying the character of the product uniquely

so that it is different from its competitors, and giving emotional strength from rational power (Amstrong and Kotler 2003).

An educational institution which can form a good brand image will carry out promotions easily and effectively to consumers, and will have a great opportunity to gain consumer trust. However, if an educational institution has a bad image, the opposite will happen. Today, Islamic educational institutions are increasingly in demand so that the competition is even tighter (Djunaidi 2006). Even though, they compete to recruit as many students as possible, and they still maintain the quality of education. Therefore, the challenge of Islamic educational institutions in the future is competition in the quantity and quality of education. This is unavoidable because the service offerings of educational institutions will follow consumer demands, especially on quality, cost, and information technology.

This condition requires an educational institution to have a creative strategy in order to be able to survive in the increasingly fierce competition. One way to survive and compete is to build a branding school. Because, the image is very influential on consumer purchasing decisions in the form of goods and services. The decision to buy an item is strongly influenced by the image of which item is obtained. Before making a choice, consumers will see the brand of an item first. So, the image is a variety of associations that are remembered by consumers which are arranged systematically so as to form a brand image (Rangkuti 2006). Thus, the image is formed from

various aspects related to the strengths, advantages, and uniqueness of the educational institution itself.

In this context, public relations management has four main functions; first, getting the attention of the public, secondly attracting public interest with the content of the message, thirdly building the desire and interest of the public to act in accordance with the message, and fourth, directing the public to act in accordance with the message conveyed (Morissan 2013). Meanwhile, Kasali (Kasali 1994) and (Rosyadi 2014) said that the function of PR management is; the function of public relations management which aims to create and develop a positive perception for an institution or organization of a company or its products.

There are several factors that shape the image of an organization, among others are; a brilliant company history, financial stability, product quality, export success, good industrial relations, reputation as a job creator, social responsibility, and commitment to research (Jefkins 2003). For a company that understands the importance of image, it will optimize its best effort and modal to build an image. Usually, the image is related to the characteristics of a company that will form an image in public perception. The image is built based on the benefits needed and desired by the public.

Image is also the result of school culture that comes from the values that become guidelines and benchmarks in educational institutions. These values have been used as rules which are then implemented consistently so as to form public opinion about the existence of institutions

quality. The rules that serve as guidelines, for example, prioritize service, always strive to be the best, give full attention to things that seem small, there is no distance from the community, and a sympathetic attitude.

Because brand image plays an important role for the survival of an educational institution in the midst of competitive competition, Islamic universities must be able to improve their image by using modern marketing managerial concepts. In addition, Islamic universities must be able to make changes in promotion management by developing productive relationships with the surrounding community. Thus, educational institutions should maintain and develop their quality in order to continue its existence in the tight and open of competition (Tam 2007). However, the facts show that most Islamic higher education institutions do not understand this well. Thus, they have difficulty competing with other educational institutions that have large capital and have a good brand image and are well known to the wider community.

State Islamic University of Sunan Kalijaga in Yogyakarta is one of the Islamic universities that has implemented reliable PR management in building a brand image. As an indicator, UIN Sunan Kalijaga Yogyakarta got the first ranks in the acquisition of prospective new students in 2021, which is 13.4321 candidates (PR UIN Sunan Kalijaga Yogyakarta, October 28, 2021). The new student candidates come from all provinces in Indonesia. In fact, there are 68 students who come from abroad, like Malaysia; Thailand and Middle East.

The high of public trust in UIN Sunan Kalijaga as an option for studying does not just happen. There are factors used as reasons by the community to make their choice. One of the reasons is the brand image owned by UIN Sunan Kalijaga which is already embedded in the community. Trust in this brand image is definitely based on good PR management so that this Islamic university is able to maintain its existence.

Another higher education is State Islamic University of Raden Mas Said in Solo. This is a university that has just transformed from IAIN in 2021 along with 5 other Islamic Universities. This university is also able to compete with Islamic educational institutions in Central Java. This fact is shown by the receipt of a certificate of appreciation from the Ministry of Religion for the acquisition of the highest number of new student candidates nationally at the Institute level (IAIN) for 4 consecutive years (PR UIN Raden Mas Said, 27 October 2021)

In addition, this university has 35 undergraduate, postgraduate and doctoral programs and 75% of them have been accredited as superior. Currently, there are 17,704 active students studying at this University (iain-surakarta.ac.id, accessed 27 October 2021). While the number of students who come from abroad are 17 students, 5 from Thailand and 12 from the Philippines). These two facts can also be used as indicators that this university is able to compete with 50 private universities and 4 state universities in Surakarta. If, UIN Raden Mas Said does not have reliable PR management and gets a very positive perception from the public, it will certainly

not be able to compete and exist in the midst of intense competition.

Based on the facts above, these two Islamic higher education institutions deserve to be used as research loci related to PR management in building brand image. PR management applied by the two universities to maintain the image of the institution is certainly not an easy matter, there must be inhibiting factors. Because, maintaining the advantage that has been obtained is more difficult than the process of getting it. Therefore, the efforts made by PR in building the image of the institution can be used as an example for other Islamic higher education institutions.

Based on the description that has been stated above, the researcher is interested in conducting research on how PR management in the two higher education institutions is in building a brand image in the midst of increasingly fierce competition in higher education. And the the purposes of the research is to analyze how PR management builds the brand image of the two Islamic universities.

B. The Prior Research

Research that focuses on building a brand image for a company has been carried out by many practitioners. The following are some studies related to the topic of brand image both in goods and services based business organizations.

Research related to corporate culture and image as well as brand was carried out by Zickar which aims to find

out what dimensions make ordinary people interested in a company or company image, so they are willing to work in that company. This study took the example of fast food companies such as McDonald's, KFC and Wendy's. Respondents in this study consisted of 336 middle-aged adolescents, and 102 people who had worked with an average age of 51 years.

The results of this study indicated that there were three dimensions used by someone as a consideration in seeing the company's image. The first is the atmosphere of the company when consumers visit, its comfortable, its clean and friendly with the image of the product. The second factor is the influence of the knowledge image captured by the person previously, such as the impression that KFC is tastier and cheaper than McDonald's. And, the third factor is the size of the food (Zickar and Thorsteinson 1999).

The other study related to the influence of company image and reputation on customer satisfaction and loyalty was conducted by Muhammed Abd-El-Salam at an international company in Egypt. This research took 650 respondents who became customers in the company. Data collection were done by using a questionnaire to find out how the views and customer satisfaction of the company.

The results of this study indicated that: 1) company image and reputation were influenced by attitudes, feelings, and beliefs towards the company, 2) the relationship between company image and service quality and the relationship between customer satisfaction

and customer loyalty was a causal relationship, 3) service quality both would have an impact on customer satisfaction and loyalty, and furthermore, satisfied customers will recommend the company to others, 4) customer ratings of the company or firm were strongly influenced by how they interacted with customer service, 5) and customer satisfaction had a significant impact on customer loyalty (Muhammed Abd-El-Salam and El-Nahas 2013).

Shahrokh and Dadvand also conducted research related to the consumers' views or the wider community towards beauty products, namely Nivea. In addition to knowing the image of Nivea's products in the market, this research was also to find out whether the marketing strategies implemented, such as advertising, have had a significant impact. This study uses a quantitative approach with 384 respondents from various socio-economic and demographic backgrounds. This research showed that the product image was very influential on the use of Nivea products. In the recommendation section, the researcher suggested that a company should always improve its marketing strategy in order to show a good image of a company or product so that consumers were interested (Shahrokh and Dadvand 2014)

The difference between this research and previous studies is the focus and research methods used in this study, which are related to corporate culture and image. Previous studies have used more quantitative methods so that the results are not in-depth. By conducting this study, the researcher hopes that the description related

to corporate culture and corporate image will be analyzed clearly and deepenly.

In the context of brand image management in educational institutions, several researches had also been carried out by Chin-Tsu Chen, (Chen 2016); (Shindu and Bandy 2016); (Agus and Ummah 2019); (Wulandari 2019); and (Murti 2019). These studies show that brand image was very influential on the decisions of parents and students in choosing a school as a place to study. Even, Chen said that brand image is considered a school myth by most students' parents. Besides this study is in line with the writer's research, I also agree with the conclusion. So, this study aims to explore the role of brand image in maintaining the existence of the institution in the midst of increasingly fierce competition in private Islamic schools managed by PR.

Meanwhile, research related to public relations management in building brand image at state Islamic universities seems to be rarely done by researchers. If found, the researches were done in the level in schools or madrasas. Therefore, this research will enrich the wealth in the field of brand image marketing in universities, especially Islamic Universities.

D. Theoretical Review

In relation to PR activities, public relation carries out communication to the consumers with the aim of creating an effect, namely corporate image. Organizing communication to build the image of the corporation or organization in the eyes of outsiders is intended to

foster mutual understanding between the corporation and the stakeholders. For corporations, the intended external party is the community consisted of consumers, suppliers, agents, or corporate partners (Yulianita 2005). A good relationship in the form of mutual understanding between a corporation or organization and the community can be built through communication assisted by PR management. From this communication, a corporate image will be created in the eyes of external parties (Siregar 2000); (Frank 1998).

Communication theory is the study of how humans communicate with each other. This theory includes the analysis of interpersonal communication as well as theories about how the brain functions. This communication includes both written and spoken language. It is the theory that is relevant to public relations that will help us understand why conveying information through certain communication channels can do or not (Butterick 2013). Communication management is focused on the company and the management of its communications takes place throughout the masses in a multi-audience network. These activities are carried out by an organization to get feedback from the public. So, communication is seen as an important resource which can be managed and assisted in the strategic planning process carried out by organizations (Iriantara 2004). Public relations communication is a process which includes an exchange of facts, views and ideas between a non-profit business or organization and its publics to achieve mutual understanding. There are three things to

consider: first, communication must involve two or more people; second, communication is a two-way exchange of information; and third, contains understanding. Communication will be effective if an idea can move from one person's mind to another's mind effectively (Moore 2005).

1. Public Relations

As social beings, humans cannot be separated from the help of others. Therefore, humans must cooperate with each other from one to another in various fields. By this cooperation, the work will be lighter and also make it easier to finish the job. Because humans live in the various communities, good relations with other people must be maintained and nurtured because it is one of the absolute requirements to create a peaceful and harmonious life. In an educational institution organization, internal cooperation is needed, between the principal and all employees, and externally, the school and other educational institutions (Assbeihat 2016)

For this reason, learning all the elements and things related to PR becomes something very urgent. Public relations activities conceptualized and operated by an organization have similarities and differences according to their characteristics. Based on the characteristics and functions, the scope of public relations management can generally be classified according to the type of organization, whether government, corporate, or international. Thus the

public scope concerns internal public relations and external public relations that have something to do with the agencies concerned (Verna 2015). Like human relations, public relations is widely practiced in various organizations to support management in order to achieve its goals effectively and efficiently (I. N. Harini 2014). Public relations management is more focused on the skills of building human relations inside and outside the organization while preventing problems from arising. As explained above, it can be concluded that PR only exists in an organization, which has a clear structure, the leaders and those who are led.

a. The Function of PR

The main function of PR is to foster relationships with internal and external parties so as to create public opinion that benefits the institution (Nova 2011); (Rachmadi.F (1996). From the above opinion, the author concludes that the main function of PR in an organization is to regulate traffic, information circulation and explain as widely as possible to the public regarding policies, programs and actions of the institution or organization so that it can be understood and, in turn, gain acceptance and support from the community. In addition, public relations must make a good formulation and risk management to achieve the goals that have been stated. (Kazokiene 2010).

b. The Duties of PR

The task of PR is not simple, because it is a source of information for the organization/institution. Public Relations is the key to where and how organizational information can be displayed in an excellent manner in order to build the future of the organization/institution. Basically, the job of PR is to sell something intangible, such as ideas, design or plans. There are three main tasks of PR, namely: 1) Interpreting, analyzing and evaluating trends in public behavior, then recommending it to management to formulate organizational/institutional policies, 2) Bringing together the image of the organization/institution with the public interest, and 3) Evaluating the organization's programs/institutions, especially those related to the public (Kusumastuti 2002).

In compiling the main task, PR must go through the stages of a good communication process. The stages of the process which have been designed before can help PR to direct, control, systematize, and assist in achieving the goals that have been set (Hon 1998); (Watson and Noble 2007). Based on the main principles in setting goals, Cutlip et al, (Cutlip 2000); Wilcox et al, (Wilcox 2003); and Smith (Smith 2005) suggested that public relations should include aspects, planned change, target audience, planned measurable outcomes, and implementation period in setting goals.

In addition to the task of disseminating information and fostering public opinion, operationally PR has the task of fostering mutual understanding between the organization and consumers, conveying facts and survey results to the implementing organizations in order to provide excellent service to consumers.

c. The Object of PR

There are two targets in PR activities, namely internal and external targets. Public relations activities are also directed at two things, namely groups of people who must always be contacted in the context of implementing the PR function, that is internal organizational resources and the wider community as external targets. The main target of public relations management is to conduct public communication both internally and externally (Anggoro 2002); (Sabanica 2008). Internal publics are personnel who are registered as members of the organization, all employees from staff to subordinate employees. Meanwhile, the external public are people who are outside the organization but they have good relations and community parties with whom the organization will work together. According to Fayol, there are several targets for public relations activities, they are as follows:

- 1) building corporate identity and image.
 - a) Creating a positive corporate identity and image.

- b) Support two-way reciprocal communication activities with various parties
- 2) Facing crises (facing of crises) handling complaints (complaints) and dealing with crises that occur by establishing crisis management and public relations (PR) recovery of image in charge of repairing lost image and damage.
- 3) Promoting social aspects (promotion of public causes).
 - a) Promoting the public interest
 - b) supporting social campaign activities, such as anti-smoking and avoiding illegal drugs, and so on (Fayol 2011)

Meanwhile, the target of public relations in educational institutions can be divided into two types, the target as a goal and the target as an object of the user or recipient of public relations activities. The target of PR as a goal in educational institutions, consists of:

- a. Develop an understanding to the public about the aims and objectives of educational institutions.
- b. Provide program assessments to the community to meet the needs of educational institutions.
- c. Establish and improve harmonious relationships between parents and teachers in meeting the needs of students.
- d. Build a positive impression and maintain trust in educational institutions.

- e. Informing the public about the program plans and activities of educational institutions
- f. Seek assistance and support for the maintenance and improvement of educational institution programs.
- g. Educational institutions as a service provider of satisfying services to customers (students, families and communities).
- h. To increase creativity in seeking alternative education funds in the form of collaboration with other institutions (Nasution 2010).

2. Brand Image

Historically, the term brand derives from the frequent activity of cattle ranchers in America by marking their cattle for easy identification of ownership before being sold to the market (Riezebos, Kist and Kootstra 2003); (Sadat 2009) and (Servier 2000). In subsequent developments, the brand is defined as an indicator of the value offered to customers (Kertajaya 2007). From these two opinions, the authors conclude that the brand is a sign related to the source of the product to protect consumers and producers from business competitors who are trying to win the hearts of customers by increasing the bargaining value and customer satisfaction, especially in identical products (Susanto 2004).).

There are many branding definitions pointed out from several experts. According to Fachir, branding is a collection of communication activities carried

out to build, strengthen and enlarge the brand. Branding is an image, therefore branding is crucial and determines the life and death of a brand (Fachir 2012). Meanwhile, Karen as quoted by Wulandari defines appeal as a strategy for communication and image building among the target group with the aim of brand equity (Wulandari and Wiratmadja 2015). Meanwhile, brand equity is the added value given to a product or service by giving differentiation to the product so that it can beat its competitors (Keller 2013). According to Levine, branding is a complex process, but has a simple goal. Branding is defined as the development of a certain identity in a product company, commodity, group or person (Levine 2003)

If some of the opinions of these experts are concluded, the notion of branding can be categorized into three. First, branding is an effort to influence consumers to choose the brand. Second, branding is an effort to give a brand to goods or services or others with the promise of the advantages of the brand. Third, branding is the provision of values and something that is different from other brands. If it is associated with the concept of the Positioning-Differentiation-Brand (GDP) triangle strategy, branding is an attempt to influence other people (strategy) in choosing a particular brand with guaranteed promises and added values (positioning) that distinguishes a brand from other brands (differentiation) in order to achieve brand equity. Therefore, branding is referred to as the core of all marketing activities.

While, the image is not only formed by operational activities that have a main basis in service, it is also created based on the impressions and experiences undergone by someone towards something, so that the mental attitude of consumers can be well developed (Assael 2002); (Alfisyahr 2002). If consumers have a positive image of a branding, then they are likely to buy the product being sold. Because a good brand is also the basis for building a positive institutional image (Kotler 2002).

In contrast to a brand, image is the formation of an image or picture in the human mind so that it can understand the visualized object. So, the brand is a symbol and the image is the configuration associated with the symbol. Based on this understanding, the authors conclude that the brand image of educational institutions is a picture of the symbols used by educational institutions. Each educational institution has its own image. Because, the formation of this image is through an outpouring of ideas and innovations that take place continuously by educational institutions to the public (Mundiri 2016).

In line with the explanation above, Kotler defines image as a set of beliefs, ideas and impressions had by a person about an object. Meanwhile, a person's attitudes and actions towards an object are strongly influenced by the object itself. This means that a person's beliefs, ideas and impressions have a very large influence on attitudes and behavior as well as

possible responses (Kotler, B2B Brand Management 2006).

Image is a set of beliefs, ideas, thought, and public impressions of a particular object (Ruslan 2017). Meanwhile, according to Moore, the image is a feeling, impression, or public conception of an object, institution or organization. From these two opinions, the researcher concludes that the image of the school is a picture of an educational institution that gives a strong impression on the community. Therefore, schools cannot regulate society to perceive the image of the institution. It is not easy to build an image because communication and information carried out by educational institutions cannot directly change a person's behavior. Something that can be done by an institution is only to influence a person's perspective on a particular object. In this context, schools get a value or image from the community, both positive or negative (Juhji 2020).

3. Branding Image in Hihger School

As an institution which focuses on educational services, universities face the challenges of an increasingly competitive society, so universities must find effective ways to build university excellence in order to remain in demand by the community. However, with rapid technological and social changes, they can erode the dominance and fame of the human and intellectual resources had by universities before (Burbulence and Callister 2000). Therefore,

when facing new challenges, the higher education paradigm must continue to be reengineered in order to facilitate the spirit of entrepreneurship in order to attract customers. Universities are expected to be able to apply integrated marketing techniques so that institutional recognition becomes stronger.

One of the efforts of higher education institutions to establish a coordinated and customer-oriented marketing system is to focus on developing university brands. In this context, a brand is a name, image, attractive description of an organization that includes any services offered by a university (Frederick and Pamerly 2000). For people, choosing a university as a place to study is a complicated decision. Because, they are only armed with information obtained through a brand owned by the university. Thus, universities are increasingly realizing the importance of developing a brand identity for universities in promoting their products through brands. According to Lawlor (Lawlor 1998) brand identity is something which is very fundamental to influencing how alumni, prospective students, legislators, and the public see and are interested in educational institutions. By realizing the importance of this image, the famous University of Houston has budgeted the cost 5 million dollars for brand image promotion over five years. The same thing happened at Point Park University Pittsburg which launched a \$1 million branding campaign through billboards, print ads, and other media (Shackner 2004),

When getting intangible and complex offerings, consumers usually will not only pay attention to the brand, but also look for personal information that is within the organization to strengthen the image of the university (Sevier 1994). In choosing a university, at least four reasons are used by students, namely: (a) image or reputation, (b) location, (c) cost, and (d) availability of majors. In line with the results of research conducted by Berger (Berger and Wallingford 1996) they concluded that the reputation and academic factors were the strongest reasons for students to choose universities, followed by location and cost factors.

Due to the existence of intangible educational services, the public in general not only pay attention to the signs that can be captured from the promotion of educational institutions, but also look at the quality of the performance of teachers, administration, and school employees, school infrastructure, school educational equipment, symbols used by schools, and the amount of education costs (Secundo 2010). Therefore, PR educational institutions must continue to update marketing management and look for new breakthroughs to promote their products. This program aims to improve the quality of education in a sustainable, continuous, and integrated manner. (Arbangki, Dakir, Umiarso, (Arbangki, Dakir and Umiarso 2016).

3. Brand Image in Higher Education Marketing

Building a positive brand image in higher education institutions is not simple. All components involved in higher education institutions must master and understand the factors that influence the formation of the brand image. One of the strategies which can be taken by higher education management in building a brand image is to understand a strategy called "synergistic application of marketing mix" (Gajić 2012). In the context of higher education, the marketing mix is the fundamental factors combined with other supporting factors in order to produce a marketing strategy which can be applied to win the competition. So, the marketing mix is a promotional tool for service products which consists of various elements contained in the unit of higher education institutions.

In building the image of higher education institutions, there are four important components, namely perception, cognition, motivation and attitude (Soemirat 2003). Perception is defined as a person's ability to manage and interpret patterns of perceived stimuli (Atkinson, Atkinson and Hilgrad 1991). Supported by the perceiving ability, this is the beginning step to build image and is then followed by other complementary information so that it can generate public trust. In turn, public trust built from that image can create an illustration of both positive and negative images (Ardianto 2010).

The main role of marketing strategy is to combine various capabilities and strategies possessed by an educational institution to face the challenges and obstacles that exist in society and then try to overcome them. Therefore, in order not to be left behind with business developments which always changes, the management of higher education institutions always open to change and dares to find new breakthroughs. There are five formulations of marketing strategies for higher education institutions, namely; 1) The institution's current program and market, whether to maintain, build on, or drop it, 2. new programs and market opportunities, 3. Competitor analysis, 4. Institutional positioning in relation to competitors, and 5. Target market selection and design marketing mix (Kotler and Keller 2009). The development of concept in marketing mix service needs to be realized by synergizing marketing, process management and human resource management.

Promotion is one of the marketing strategies in higher education institutions. This promotion strategy is believed to be one of the determining factors for the success of a marketing program (Alma 2011). However, promotion in service products does not play an important role and can even result in a boomerang. This means that institutions that only highlight promotions without other strategies will experience a decline in enthusiasts.

If there is satisfaction felt by consumers, then it will cause a positive response and the customer will

purchases again, and even encourage other consumers to buy the same product. This is a multiplier advantage for providers of goods or services through positive information from consumers to other consumers. Promotion of this model is known as mouth to mouth advertising (Özdemir 2016); (Harahap 2017). Besides word of mouth strategy, there is differentiation strategy in marketing product. In this strategy, higher education institutions try to be unique by highlighting their advantages to attract customers as users of educational services.

There is no significant difference between brand image formation on for-profit goods and non-profit services or education. However, in the context of marketing strategy, there are quite significant differences between the them. Service, according to Kotler, is any action or performance offered by one party to another that is essentially intangible and does not result in the transfer of ownership (P. Kotler 2003). Furthermore, services have the following characteristics: a. intangible, b) inseparability, c) variability, d) perishability, e) unstorage and unconsumed, f) Consumers are an internal part of the service production process, g) Everything related to consumers has a role, h) connector employees are part of the production process services, and i) Service quality cannot be improved during the production process because service production occurs in real time (Machali and Hidayat 2015).

PUBLIC RELATION MANAGEMENT AND BRANDING IMAGE

A. Public Relation Management

1. Definition of Management

Management is often equated with administration that implies for three different opinions; administration is broader than management; management is broader than administration; and, management is considered the same as administration (Mulyasa 2010). Management can etymologically be interpreted as a process or arrangement carried out by a group of people in an organization led by a manager; and has certain goals that must be achieved effectively and efficiently.

In the context of education, management is to be a factor that has strategic value in the context of improving education quality which refers to managers and managerial practices (Kaehler and Grundey 2019). The principal is, as the top leader of an organization, required to have adequate competence to create excellent service because one of the educational achievement indicators is highly dependent on public service. Good service will be realized if the organization

has sufficient resources as well. Meanwhile, the main stakeholders who receive educational services are students and parents. Therefore, service management to customers becomes something very important and even includes factors that affect the formation of public trust.

Meanwhile, public relations is part of the communication based on social science, such as sociology, anthropology, politics, and psychology which was pioneered by Harold D. Lasswell, Kurt Lewin, Carl I. Hovland, and Paul F. Lazarsfeld (Elvinaro 2014). The emergence of the PR term was due to the economic and business crisis in the early 1900s. The intense world economic pressure forced organizations to form commissions that convey truth and honesty about the organization (Lattimore 2012). Ron Smith explained that the development of PR begins from manipulative to adaptive, from external to internal, from repairing to preventing, from isolation to integration, and from secretive to transparent. The change in organizational orientation is influenced by the implementation of ethics and best practices in the field (R. Smith 2013)

Specifically, public relations is a management function that evaluates public attitudes, identifies organizational policies and procedures based on public interest, and promotes organizations to gain public trust and recognition in a well-planned (Alzahran 2016). Public relations is socially defined as the implementation of agreements resulting from

discussions with the community to obtain mutual understanding (Abdurrahman 1993). According to Nasution, public relations are activities and techniques used by organizations or individuals to create or maintain a good attitude and response from outsiders to the existence and activities of the organization (Z. Nasution 2010). The main activity of public relations is to instill and gain recognition, support, trust, and appreciation from an organization or society.

Ivy Lee, as quoted by Hiebert, stated that the birth of PR was motivated by the emergence of the industrial revolution which resulted in many workers holding demonstrations and strikes because human labor was replaced by machine power and it resulted in increasing unemployment. It was, at this time, that Ivy Lee applied the way of working public relations to suppress demonstrations and strikes. The method taken is to authorize top management to explain the developments and benefits obtained by the company to media or journalists that the application of machinery in the industry has a positive impact on the company (Hiebert 1996). Another function of public relations is to provide understanding to the public in order to form good opinions for companies, organizations, and educational institutions so that a positive image is built.

Historically, public relations is a relatively new discipline that continues to experience development and renewal. Thus, the definition of public relations has also evolved. From various definitions of public

relations, Rex Harlow, as quoted by Hutton, claims to have produced a definition of summarizing all definitions of public relations for the first time. Research conducted from the 1900s to 1976, found as many as 472 definitions of PR (Hutton 1999). Furthermore, Harlow concocted a global definition, namely: PR is a unique management function that helps, builds, and maintains lines of communication, generates understanding, establishes cooperation between organizations and the public, involves risk and issue management, helps management to inform and respond to public opinion, emphasizes management's responsibility to serve the public interest, helps management to stay abreast of and utilize change effectively, serves as an early warning system to prevent negative tendencies and uses communication ethics as its main tool (Butterick, 2012). However, Harlow's definition is also not free from criticism from other experts because he tried to mention it in detail and tries to cover everything, so it is considered too rigid and useless. Other critics say that the definition of a profession cannot possibly involve so many practices.

In the first meeting in Mexico in 1978, the definition of public relations was agreed based on research by the Assembly of Public Relations known as The Mexico Definition. PR is the art and social science of analyzing, predicting, consequential trending, providing input to organizational leaders, and implementing the actions

of programs planned before, and it is aimed to serve the organization and the public interest.

From the various definitions above, it can be concluded that PR is an organization that has a task of embracing the community, inviting cooperation, obtaining support, and having the duty to explain vision and mission of organization to stakeholders.

2. Public Relations

Public relations is an efforts to establish and maintain mutually beneficial relationships between organizations and the public. The success or failure of public relations depends on how the tips form and maintain these relationships (Qomar 2007). Because, public relations is center activities that play an inportant role in an organization. The activities consist of many pursuits in the community, including; relationships between humans, between work, humans with tools and mass media, and skills in using and choosing communication tools and mass media. Other PR activities are the art of inviting deliberation, inviting people to help problem solving, pursuing people to be interested in buying, using, advertising, publicity, skills in predicting and taking into account social, economic, political, cultural situations and conditions, expertise in protecting the environment and conservation nature, expertise in creating people's opinion and sso on (Mulyono 2011).

If the two words are combined, it will become the term public relations management in which

Nasution concludes as a process related to dealing with planning, organizing, communicating and coordinating seriously and rationally to achieve organizational or institutional goals. According to Mc Elreath, managing public relations means researching, planning, implementing and evaluating an array of communication activities sponsored by the organization; from small group meetings to international satellite linked press conferences, from simple brochures to multimedia national campaigns, from open houses to grassroots political campaigns, from public services announcements to crisis management (Elreath 1993). In the context of education, PR has a distinctive managerial function between educational institutions and the internal public (teachers, employees, and students) and the external public (parents, community, other institutions).

From some definitions above, the researcher tries to define PR as a communication activity intended to create a harmonious relationship, to gain trust, to understand, and to support tpublic to improve the image of an organization or educational institution. Meanwhile, public relations management in schools/madrasahs covers aspects of planning, implementation, evaluation and efforts to image schools/madrasahs. All these steps need to be managed properly so that there is a relevant and sustainable relationship between one step and another. Given the importance of public relations management,

madrasas must ensure that management takes place in order to get a good opinion and positive image from the community.

B. Functions of Public Relations Management

Public relations management has a main function that is not different from management in general. The management process describes the general management functions applied within the framework of organizational activities or educational institutions. Management experts have different opinions in formulating the management process, some of the opinions' experts are below.

Fayol, as quoted by Ward, who is known as the father of scientific management, puts forward the management process into four stages; planning, organizing, commanding, coordinating, controlling (Ward 2021). Meanwhile, according to Tery, public relations management includes management functions known as POAC: Planning, Organizing, Actuating, Controlling. The functions of public relations management in an educational institution can be implemented as follows (Tery 1972).

1. Public Relations Planning

Planning is very vital in an organization. An educational institution must also make plans for routine activities in the form of daily, monthly, and yearly plans; because planning is a blue print in determining organizational goals for a certain period (Woodward 2006). Siagian said that planning must be

able to answer five main questions, namely: a) What will be done in a certain period of time?, b) Who is responsible for doing and to whom is responsible?, c) What procedures, mechanisms, and work methods will be applied in the implementation of these activities so that they are well integrated?, d) is there a clear schedule of activities that must be adhered to?, and e) Is there a justifiable reason why it should be implemented? (Siagian 2011) and (Mangkunegara 2011).

Furthermore, Thoha mentions, in more detail, the elements in planning including goals, actions, resources, and implementation. Thus, planning is a management process that includes procedures, actions, targets in achieving predetermined goals (Thoha 2015). Anderson and Bowman, as quoted by Marno, say that planning is the process of preparing a set of decisions for future actions (Marno and Suprpto 2008) and (Daugherty 2003).

Based on the description above, it can be concluded that public relations planning is a series of management activities in predicting events and setting goals to be achieved by the institution to build a positive organizational image. The success or failure of an activity is definitely influenced by planning. If the planning is good, the activities that take place will also be good. Conversely, poor planning will also make future activities not run optimally.

Syarifuddin S. Gassing and Suryanto said that the steps in making a PR work program consisted of five elements as follows.

a) Data collection.

Data and information for public relations work programs can come from historical records, oral magazine information, print media, social media and so on.

b) Analysis.

The analysis begins by making a consideration of the strengths and weaknesses of the data that has been collected.

c) Media Strategy and Determination.

Regarding strategy and media determination, the first step that needs to be done is to identify the target public.

d) Implementation.

After collecting data, making analysis and determining strategy, the next step is to implement the work program.

e) Evaluation

Evaluation is carried out not only at the end of the work program implementation but it should be done every time the elements of the work program are completed (Grassing and Suryanto 2016).

Muninjaya said that there are many benefits that can be obtained if the organization arrange a plan, because it will be clear what goals to be achieved and how to handle them (Muninjaya 2014), (Mairizon and

Kiswanto 2013). Then they also know the type and organizational structure needed. From the plan, it is also known the type and number of staff desired along with their job descriptions, how effective the leadership is, and the standard of supervision that will be needed.

2. Organizing Public Relations.

Heidjarachman said that organizing is an activity to achieve goals carried out by a group of people with a clear division of tasks, responsibilities, and authorities, who is the leader, and who is the staff (Heidjrachman, Ranupandoyo and Usman 2000). Meanwhile, according to Reeser, organizing functions to divide work into various fields in establishing authority and coordinating activities in different fields to ensure the achievement of goals and reduce conflicts that occur within the organization (Reeser 1973).

From this explanation, the researcher concludes that in organizing, several concepts are attached, among others.

- a. Responsibility (located on an executor)
- b. Authority (The right to decide and direct actions to achieve goals).
- c. Delegation (Delegation of responsibility in accordance with the required authority.
- d. Accountability (A form of guarantee from someone who is proposed to carry out the tasks and the realization of the tasks that have been carried out.

The form is personal inspection by superiors, reports from subordinates to superiors, and reports provided by others;

e. Organizational structure.

The division of work activities shows how the various functions are related to specialize in work. There are several stages in the organization, namely: a. knowing the goals to be achieved, b. determining the activities to be carried out, c. delegating authority, d. setting the span of control, and e. placing individual workers (Mondy and Premeaux 1995).

3. Determine the pattern of organization

In order to carry out his duties properly, a PR must have skills not only in the field of administrative tasks, but also ability to lead, organize, to provide motivation and encouragement to teachers, education personnel, and students to carry out their duties properly. Organizing is defined as the activity of dividing tasks to others seen in educational institutions (French and Bell 1990). The heart of administration is the directing function which involves determining the scope, giving orders and instructions and providing the dynamic leadership (Dimock and Dimock 1964)

Some experts define organizing as an activity of dividing tasks among people involved in cooperation in educational institutions. In detail, organizing is defined as determining, grouping, and regulating various activities that are necessary, establishing a

formal structure of authority in which work is divided in such a way, determined, and coordinated to achieve the desired goals.

From the various definitions above, the researcher concludes that organizing public relations is a series of public relations programs described in the organizational structure by delegating tasks and authority to someone to be responsible for the given task. For example, there are personnel given the responsibility as program coordinators and some are given the task of assisting in the success of the public relations programs been planned. In the context of school organization, the public relations structure is placed as vice principal in the field of public relations and has public relations staff. Organizationally, the vice principal is under the instruction and coordination of the principal, while the public relations staff is under the instruction of the vice principal in the field of public relations.

4. Implementation of Public Relations

The important thing to consider in the conduct (actuating) is that an employee will be motivated to do something if: a) feel confident will be able to do, b) believes that the work has added value for themselves, c) not being encumbered by personal problems or other more important tasks, or urgent, d) the task is for the relevant trust, and e) the relationship between friends in the harmonious organization (Stukalina 2015). Mobilization is a management function that

is useful for realizing the results of planning and organizing. Some of the driving functions are:

- a. Influence people to become loyal followers
- b. Make people do their job well
- c. Maintain loyalty to their leaders, organization and workplace
- d. Instill a sense of responsibility.

The purpose of the actuating function is:

- a. Creating more efficient cooperation
- b. Develop staff capabilities and skills
- c. Cultivate a sense of belonging and love of work
- d. Strive for a work environment that can increase staff motivation and work performance
- e. Make the organization develop more dynamically, (System 2022).

The types of mobilization that can be carried out by the leadership include;

- a. Orientation, how to move by providing the necessary information so that activities can be carried out correctly. Orientation is generally given to people who have just entered a new environment.
- b. Command, is a request from superiors to people under them according to the command line to carry out certain tasks at a certain time.
- c. Delegation of authority is a more general responsibility when compared to orders. This delegation is very important because the leader may not do everything with his authority. In this context, the movement is carried out based on strong motiva-

tion from the leadership. Therefore, leaders need to understand the characteristics of each individual in order to provide appropriate motivation.

There are several theories of motivation that can be used by leaders, namely:

a. Traditional Model

Taylor said that to support high subordinate productivity, adequate incentives were needed (Taylor and Wisnlow 1911). This theory states that welfare is a prerequisite for high productivity. The more employees are guaranteed their welfare, the higher their performance and productivity.

b. Human Relations Model

The model of meeting social needs recognition of status that makes it important in an organization or institution, (Mattan, Kubota and Jeniver 201).

c. Human Resources Model

McGregor, Maslow, Argyris, and Likert, as quoted by Pardee, he criticized the human relations model because welfare is not the only motivator that can excite subordinates and officers in carrying out their routine tasks. Reward systems must correspond to intrinsic factors if employees are to be motivated. Satisfying extrinsic factors is a commonly attempted method for motivating workers, but theory shows that these efforts cannot lead to motivated workers (Pardee 1990).

Actuating is a person's ability to provide excitement, activity, understanding, so that other

people want to support and work voluntarily to achieve the goals of the public relations field in accordance with the tasks performed. Actuating is also intended to persuade people to work alone or with awareness together to achieve the desired goals effectively. Actuating which consists of directing, commanding, motivating, staffing, and coordinating elements is an actuating function related to the guidance process for staff. It is intended they are able to work optimally in carrying out their main tasks in accordance with the skills they already have, and the support of available resources. available (Happy 2019). It is also a strategy to stimulate organizational members to carry out tasks with high spirit and enthusiasm (Davis 1978), (Kalpana n.d.).

Mobilization can also be interpreted as a leadership effort by providing enthusiasm, motivation, orders according to the line of command to subordinates in achieving goals after planning and organizing are done. Management objectives will be achieved if the people who are on staff are willing to work together. Likewise, in an organization, managers should be able to arrange human resources, objects, and materials, so each person has clear duties and functions.

From the various definitions above, the researcher concludes that actuating is a relationship between individuals caused by arrangements for subordinates and an effective and efficient division of labor to build the image of the school. In implementing the program, public relations should make plans that

have been made so that the ideals desired by the school can be achieved optimally. This is relevant to Harini's conclusion which says that in implementing the PR program there are two things that must be considered; execute according to plan, and inform all school activities to the wider community.

5. Evaluation of Public Relations.

Mesiono stated that evaluation is a systematic effort to set activity standards with the aim of planning, developing a feedback information system, comparing activities carried out with standards, determining and measuring deviations, and taking the necessary actions to ensure that all resources are used effectively and efficiently to achieve organizational goals (Mesiono 2012). According to Robinson, evaluation is a process of monitoring activities to find out whether individuals and organizations themselves obtain and utilize resources effectively and efficiently in order to achieve their goals, and provide corrections if they are not achieved.

This opinion is reinforced by Johnson that evaluation is a function of the system that makes adjustments to the plan and tries to make deviations only within tolerable limits (Johnson 1973). Evaluation has a very important role because it is the last bridge in the functional chain of management activities. Control is one way for managers to find out whether the goals of the organization are being achieved or not. In addition, controlling is the concept of controlling,

monitoring the effectiveness of planning, organizing, and leadership as well as making improvements when needed.

Meanwhile, the purpose of the evaluation is to examine the planned activities that have been carried out. Harini shows that evaluating public relations programs can be done in three ways; a) there are guest services and complaints, b) there are internal and external quality audits. Evaluations are carried out by external parties from the Jakarta audit team and the school's internal parties regularly within a certain period, and c) every guest who comes is asked to provide feedback for input on public relations performance (Karwanto and Harini 2014).

From some opinions above, the writer concludes that evaluation is an activity carried out with the intention that the goals that have been set have been achieved or not. From the evaluation results, it can be used as a follow-up tool for future activities so that improvements are always made. Evaluation is the last stage of a series of management processes

C. Scope Of Public Relations

According to Grunig and Hunt, there are two scopes of public relations, namely management of all public relations activities carried out by the organization, and management of various more specific activities or in the form of public relations activity units. For example, the management of internal publishing, the management of company visits by journalists, and others (Grunig and

Hunt 1984). While, activities are basically divided into three, namely, 1) Events, which are activities that occur within a limited time frame and it is clear when they start and end, 2) Campaign, almost the same as events, the difference is that they are held in a longer time and consist of various events, and 3) Programs, consisting of several events that are usually not clear when they will end and are carried out continuously following the life of an organization.

Public relations management is indirectly expected to have the ability to understand both the opinions, perceptions, and attitudes of action. Thus, it is necessary to have an approach used to ensure public relations management runs well to meet the planned program. The several approaches in public relations management are as follows:

1. Social Approach

The implementation of public relations is carried out with cultural mechanisms and social values. The public relations party absolutely must behave or have the ability to listen; community aspirations related to moral ethics and values developing in society (Hoffman 2011).

2. Persuasive and Educative Approach

This approach is used to create reciprocal two-way communication by disseminating information from the organization to the public; both educating and providing information as well as by taking a persuasive approach in order to create mutual respect for each other (Fawkes 2007).

3. Responsibility Approach

This approach aims to foster attitudes and goals to be achieved mutually (Tilson 2020).

4. Cooperative Approach

The Public relation tasks is socializing the mission of the agency or institution so that it can be accepted and ultimately get community support (object). It aims to foster good relations with the community (Ryu, Jieun and Kwak 2020).

5. Coordinative and Integrative Approach

In expanding the role of public relations in society, the function of public relations in a narrow sense is only to represent the institution or organization, but a broader role is to participate in supporting relationships that are in accordance with the ideals of an agency, namely: a) to inform, b) to explain, c) to suggest, d) to persuade, e) to invite); and f), to convince (J. E. Grunig 2011) and (Szyszka 2008)

D. The Brand Image

Today's business competition is competitively increasing. The trigger is the occurrence of modernization and globalization which has led to rapid technological advances and massive environmental changes (Woyo 2014). Therefore, business actors must continue innovating in order to meet the diverse needs of consumers and retain customers, and win the competition in business. Often, business people forget the important aspect of branding in their business. This branding will also be in vain

when these activities cannot create distinctive customer satisfaction (Nouba 2018).

Business actors only focus on pursuing increased sales in the hope of capturing market share. As a result, most of the sales are only made based on the same customer value which gives rise to commodity products and services that consumers will only buy on the price considerations not based on extraordinary product characteristics (Rangkuti, 2002).

Understanding consumer behavior is also an important thing for business people to do because every consumer has certain reasons for choosing a product. Consumers can buy products on the basis of the quality and service of the products they get. Another reason is to fulfill their needs or even they buy products without any particular reason or spontaneously. According to Schiffman and Kanuk (2008), as cited by Lin, consumers tend to trust products with preferred or well-known brands. This reason underlies the company to strengthen its brand position in order to create a positive brand image and stick firmly in the minds of consumers. Through brand image, consumers are able to recognize a product, evaluate its quality, reduce purchase risk, and gain experience and satisfaction from certain product differentiation. (Lin and Lin 2007) and (Musay 2013).

Kotler, as quoted by Tjiptono, said that a brand is a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or service of one seller or group of merchandisers and to differentiate them from the competitors (Tjiptono 2015). In general,

the image can be described with certain characteristics such as, people, the more positive the description, the stronger the brand image, and the more opportunities for the growth of the brand (S. Davis 2000).

As stated above, a brand does not only talk about its logo or visual identity, shape, color, and size, but also about a collection of communication activities carried out by the company in the process of building and growing the brand (Maulana 2014). Branding is a key element of a company's marketing strategy. With a strong brand, he will shape and build a company identity in the market, and develop a solid customer franchise.

Brand image can be formed through brand associations in consumers. According to Keller (2013), as quoted by Huang, there are three factors forming brand associations, namely; strength of brand associations (through experience, a brand can stick strongly in consumers and influence them), favorability of brand associations (how marketers convince consumers that a brand can contain relevant attributes and benefits to meet their needs and desires), and uniqueness of brand associations (how a brand has a sustainable competitive advantage so that consumers have their own reasons to buy a product (Huang and Cai 2015).

For example, the phenomenon of brand competition can be seen through shoe products, especially sneakers (shoes with rubber-based soles). The number of sneaker brands and products today encourages consumers to identify and make decisions when determining an ideal brand to meet their needs and desires. The competition

will continue because many shoe companies continue creating new products to meet the consumer needs and desires who are increasingly dynamic every time.

The term imaging was at first used in the industrial world, especially in relation to a product in the industrial, then penetrated into the world of educational services. As a result of globalization, this is what triggers the absorption of terms in each field, so that the term image in the industrial world is also used in the field of education. The difference is that in the industrial world the result is in the form of a product, while in education is in the form of services and student graduates (Morhart 2014). Sandra Oliver explained that imagery is an assumption that arises in consumers when remembering a particular product (S. Oliver 2010). The understanding given by Sandra Oliver provides an interpretation that imaging is a form of impression captured by education consumers who are played by the community, parents and parties who use educational services. (Mulyana 2012).

This assumption can appear in the form of certain thoughts or impressions associated with a brand. Assumptions can also be conceptualized based on the classifiers of compassion, support, memory, and uniqueness. These assumptions types include attributes, benefits and attitudes (Malik 2012). Attributes consist of aspects related to the product or service, such as price, user, and usage image. Meanwhile, the advantages consist of benefits functionally, symbolically, and based on experience.

The service attribute referred to is, in education, the service provided by the educational institution to the teaching and learning process. While product attributes are the result of learning services provided in the form of graduate students. The functional benefits in educational institutions mean that education can provide practical benefits for individuals and shape an educated society (Thompson and Brownlee 2013). While symbolic benefits can be interpreted as educated individuals or intellectuals who exist in the wider community. Kotler, as quoted by Miati, defines image as a set of beliefs, ideas, and impressions that people have an object, where a person's attitude and actions towards an object are strongly influenced by the object. This means that a person's beliefs, ideas, and impressions are very large influenced by attitudes, responses, and behavior (Miati 2020).

Someone who has high trust in an educational institution he will, of course, trust it to be a place for their children to learn, and even he will influence others to entrust their children's study there. Cultivating and maintaining loyalty to make a behavior and attitude and even constructing "word of mouth" advertising. It can only happen if the institution maintains the value of a good product image attached to the customer's mind (Swan 1989).

It can also be said that brand image is a concept created by consumers for subjective reasons and personal emotions (Ferrinadewi 2008). In short, brand image is a picture or impression caused by a brand in the minds of customers. Placement of brand image in the minds

of consumers must be done continuously so that the brand image created remains strong and can be received positively. When a brand has a strong and positive image in the minds of consumers, it will always be remembered and it is possible for consumers to buy the brand in the very large amount. According to Biel (1992), as stated by Xian, brand image has three components, namely corporate image, user image, and product image (Xian 2011).

The company image starts from the feelings of customers and business people about the organization concerned as the producer of the yields as well as the result of individual evaluations. Image user refers to whether the brand personality matches the consumer or not. While the product image is a public view of a product or a product category.

1. Brand Image Component

Brand image is a consumer's response to a brand based on the good and bad of the brand remembered by consumers. Consumers more often buy products with brands that are more comfortable for the feeling and on the assumption that the brand is more reliable, always available, easy to find, and has unquestionable quality. Therefore, the well-known brands are more often chosen by consumers than unpopular brands one. The brand image consists of three components as follows (Faircloth 2001).

a. Attributes

Attributes are features descriptions of a product or service. At least, there are two descriptions of features, namely; 1) product-related attributes, the function of the product that consumers are looking for can work (Sajitha 2022), and 2) non-product related attributes, the external elements connection of a product like; product purchase, consumption, and service. This aspect relates to information about the price, packaging and design of products, people, groups, and celebrities.

b. Benefits

When personal values are associated by consumers with the attributes of these products or services, there are three kinds of benefits.

- 1) Functional benefits relate to meeting basic needs such as physical and safety needs or problem-solving.
- 2) Experiential benefits relate to the feelings that arise from using a product or service. This benefit satisfies the need for experimentation.
- 3) Symbolic benefits relate to the need for social approval or personal expression and one's self-esteem. Consumers will appreciate the values of prestige, exclusivity, and fashion style of the brand because these things are related to their self-concept.

c. Brand Attitude

Brand attitude is defined as an overall evaluation of a brand, what consumers believe about certain

brands to what extent consumers believe that the product or service has certain attributes or advantages. Meanwhile, brand image is always related to product attributes because it give satisfaction to consumers and then responds to the attributes of the products he buys. The attributes used in a product are taste, packaging, price, safety, and distribution (He 2016).

2. Factors That Makeup Brand Image

Shiffman, as quoted by Kotler, states that there are 7 factors that form a brand image, namely; a) product quality, relating to the quality of products offered by manufacturers with certain brands, b) reliable products, relating to opinions and agreements formed by the community about a product that is consumed, c) product benefits, which are related to the function of a product products that can be used by consumers, d) services, which are related to the producer's task in serving their consumers, e) risks related to the profit and loss experienced by consumers, f) price, in this case, related to the high or low or the amount of money spent by consumers and affect the long-term image, and g) image, which is owned by the brand itself, namely in the form of customers, opportunities and information related to a brand of a particular product (Kotler and Keller, trsn. Bob Sabran 2017)

Meanwhile, Kertajaya explains that the brand image can, in the consumer minds, be influenced by several factors. They are as follows.

- a. Information from other sources are not necessarily the same as what marketing does. It can come from other consumers, such as retailers and competitors.
- b. Through experiments and experiences carried out, consumers can change the previously perceptions about total brand image.
- c. The position of the brand towards the product is quite unique. On the one hand, the brand is an umbrella for the product and can protect the brand which is able to increase its value. On the other hand, performance also forms an umbrella brand image and consumers will, of course, compare the perceived product performance with the brand promise in the slogan (Kertajaya 2017).

According to Timmerman, as quoted by Wijaya, brand image is often conceptualized as a collection of all associations related to a brand (Wijaya 2013), 55-65). While, the brand image consists of the following factors.

- a. Physical factors. Characteristics of brand objects include packaging design, logo, brand name, function and product use of that brand.
- b. Psychological factors. It is shaped by emotions, beliefs, values, personality considered by consumers to describe the product of the brand.

From this description, the writer concludes that the factors shaping a brand image are physical factors (packaging, logos, brand names) and psychological

factors (trust, values, personality), quality, reliability, benefits and prices. Because, brand image is closely related to what people think and feel about a particular brand. Therefore, psychological factors play, in the brand image, a more important role than the physical factors one.

E. Brand Image In Higher Education

A higher education brand is an impression managed by the customer or an emotion that is controlled by a potential buyer related to the experience of being involved in a university business (Beneke 2011). The university brand is a picture of a higher education institution that has a distinction compared to other institutions, especially issues related to the ability of providing excellent service to the students' needs, offering prospective educational programs, and build trust in order that students are interested in choosing them. Related to this fact, Shampeny explains that almost university brands are focused on awareness, taglines, and the institution vision and mission (Shammeny 2003).

Universities are, as service-oriented educational institutions, facing increasingly fiercely competition. Therefore, the universities are required to have a distinction from other institutions. The development of technology and communication has undermined the glory of human resources owned by a university (Burbules and Callister 2000). To anticipate rapid development, universities must thoroughly review their paradigm

which contains an entrepreneurial spirit and customer service oriented.

To keep the sustainability, universities must always update their connected marketing strategy to strengthen the promotion of the institution (Wasmer, William, and Stevenson 1997). Therefore, the development of university brands must also receive serious attention. Fredericks said that a higher education brand is a name, an image, and a compelling description of an organization that captures the essence of the value provided by a college based on very minimal information (Fredericks V and Pamley 2000) and (Papp 2002). Choosing a campus as a place to study is a complicated decision. Therefore, universities have an interest in developing and simplifying brand identities so that people can easily understand them. Brand identity is the essence of how you would like alumni, prospective students, legislators, and the public to perceive your institution (Lawyor 1988) and (Bagautdinova 2015).

When someone evaluates an intangible object offering, he or she does not only pay attention to the branding owned by the institution; but also to the people involved in it. Last, there are four reasons why prospective students choose a university as a place of their study, namely; a) image or reputation, b) location, c) cost, and d) availability of favorite majors (Sevier, R.A. 1994) in (Panda 2018). Research conducted by Berger and Patrick on the factors that influence prospective students in choosing a university concludes that the reputation of the institution and academics is the strongest reason,

followed by cost and location factors (Berger and Wallingford 1996).

Prospective students construct perceptions of the brand image, identity, and meaning; since they are enrolling, while studying on campus, and even after becoming an alumnus. This condition also occurs in brand identity which always develops. In order to keep up with the developments and demands of the times, brand identities must be dynamic and flexible to match customer expectations (C. Da Silveira 2013).

For universities, this is a very powerful and significance strategy and they are able to face globalization which eliminates geographical barriers; and it still does not eliminate local wisdom entrepreneurship services for students. In the context of a university's brand and reputation, Purwanto Subroto, Head of Sub-Directorate for Foreign Cooperation of the Ministry of Research, Technology, and Higher Education, emphasized that face the globalization era or the industrial revolution 4.0, universities must internationalize to improve their quality and reputation for the better. (Unpad.ac.id)

If a university brand has received trust from the community, the name of the university is able to evoke associations, emotions, interests, images, and beliefs (Bulotaite 2003). Thus, this is the main task of PR in relation to branding, namely to build, develop, and manage customer impressions. Meanwhile, there are, in forming branding, five steps such as; 1) brand campaign, 2) brand recognition, 3) brand preference, 4) brand insistence, and 5) lovely brand/brand satisfy (Soemanegara 2012).

1. Brand Campaign

Campaign is one of the important strategies in a business marketing. It is often referred to in the realm of marketing, which has a mission to encourage sales of the company's products or services. Marketing requires a clear concept in intensifying strategies in attracting consumers and public attention (Vieira 2021). Campaign is basically an effort to introduce or promote a product or service to the public or consumers, with various media lines such as newspapers, social media, radio, advertisements on television, and even advertisements on billboards on major roads (Elangovan, Kirutiga 2019). It takes a careful planning and execution process so that the campaign can optimally run and grab the attention of the wider community. The campaign has a complex objective and is commonly referred to AIDA (Attention, Interest, Desire, and Action). the product or service.

2. Brand Recognition

The term brand recognition refers to the ability to identify other brands and is also a working concept for advertising and marketing. If the public can recognize the product through visual or auditory cues, it is considered successful, for example, someone knows the slogan, logo, color, or packaging. In marketing, brand recognition and its benefits will appear. When the public knows what the company actually offers, the branding process has been successful. Another benefit obtained from brand recognition is the

ability to recognize whether a product is good or not (Khurraam, Sheeraz and Qadeer 2018). For example, the consumer can understand the product from seeing the logo or the like, or he or she accidentally uses the product, but the consumer will know it or when someone buys a product by mentioning the product name.

This condition is an evident that brand recognition has been successful. With this product marketing process, consumers are automatically easier to identify than before. So, the brand must really stand out to be able to get the public trust. At this stage, brand recognition is useful. For example, if there are two products offered through different brands, consumers will definitely choose the well-known brand one.

So, the consumers tendency to choose famous products makes the efforts of company's product marketing successful. By this way, it is a must for a company to know what brand recognition and its benefits are. Thus, the company can introduce products to the public quickly. Product recognition by the public is an indicator of the company's success in branding, which is often also called Brand Recall (Prashar 2012).

But, this condition is the lowest stage of one's awareness. The implication of this brand recognition becomes important when someone is at a point of purchase, just like someone when they are in a supermarket. Brand recognition will help people

believe in a product, especially when they are faced with a choice between your offering and something they have never heard before. At the same time, they may remember that some of your competitors' products also have brand recognition. If your products have not add value, they will move on to another product.

According to Howard (1989), as quoted by Ndlela, brand recognition is intended for buyers to know about the criteria categorized, but not to evaluate or differentiate with other products in the same product category. Product recognition helps consumers to build behavior to evaluate the brand of the product (Ndlela 2016).

3. Brand Preference

As a consumer consideration, brand preference is based on the degree of consumer tendency towards the products provided by the company when compared to products from other companies. Preference is usually obtained by consumers compared with something else (Made and Rahanatha 2017), (Feng and Ma 2019). Ebrahim defines brand preference as a behavioral tendency that reflects consumer attitudes towards a brand (Ibrahim, Irani and Ghoneim 2016).

According to Baise-Zee, brand preference is very important for companies, because it provides an indicator of customer loyalty and the strength of their respective (Beise-Zee 2021). The brand preference can also be seen as an attitude that influences consumer

decisions to choose a particular product and then buy it and ignore other brands. Such conditions are the result of a unique sense of product or service differentiation provided in serving consumer needs. You can assured that each product or service can add value. Your promotion can help them to choose your product over other products. Although this step is a good stage, it is not the end (Ramsundur 2011).

At this stage, a person is asked a product with particular category without going through the recognition stage. When a prospective student is asked to name the Islamic colleges of UIN Syahid, UIN Suka, UIN Malang, UIN Walisongo, and UIN Raden Mas Said, this level is at the Brand Loyalty stage, namely the customer's decision to continue choosing the university brand from time to time. Even, when they experience poor service or there are other universities that seem more suited to their needs.

In order to achieve brand loyalty, universities not only provide highly differentiated and value-added products, but also offer exceptional services that are not available on campus so that customers will not switch. Top of Mind is the name of a brand that is first mentioned by someone in a special position. In a simple sense, the brand becomes a leader in the minds of consumers when compared to other brand names (Massom 2013).

4. Brand Instance

Heiens says that Twedt was the first person to say that "brand insistence" and it is the highest measure of what we today call brand loyalty (Heiens 2006). The ultimate stage in brand loyalty is brand insistence, in which, customers do not receive offerings from other products and always seek their preferred brands. In another word, consumers who have brand insistence will use long time and effort to limit and buy their favorite brand (Ferrell 2005). Therefore, it is not surprising that brand insistence gets very high attention by business people.

However, related to the concept of brand insistence, most of the buyers of products sold in supermarkets no longer have any other choice. This is because buyers no longer have a risk and already feel comfortable with the product. The relatively steady pattern of product purchases is actually a form of buyers who do not want to take risks or their purchases may only be influenced by environmental conditions. Therefore, this is often referred to as "spurious loyalty".

5. Brand Preference

Brand satisfaction means consumer pleasure with a brand they use. Christyawan defines satisfaction as "a person's feeling of pleasure or disappointment which is the result of comparing the perceived performance (outcome) of a product with his expectations" (Christyawan and Sukresna 2020).

This is in line with what stated by Kotler and Keller, Kapferer (2008) that the main determinant of customer satisfaction is the gap between customer experience and their expectations and brand positioning that shapes customer expectations, while negative disconfirmation will lead to customer dissatisfaction.

Brand satisfaction is seen as an effective response resulting from the process of evaluating the extent to which a product or brand provides a pleasant level of satisfaction with customer needs and desires after one or several transactions occur (Oliver, 1999). Delgado-Ballester and Munuera-Alemán (2005), as cited by Sreejesh, define brand satisfaction as an overall evaluation of the entire experience of using a brand. Brand value and brand satisfaction represent the cognitive aspects considered by consumers in building a relationship with the brand (Sreejesh and Roy 2015). Consumer satisfaction can be measured when they have made a purchase of the product, whether it meets expectations or is disappointing.

The company pays attention to the factors on the level of customer satisfaction, namely: (1) the quality of the product, it will make consumers feel satisfaction; (2) Quality of service, fast and friendly service for customer expectation; (3) Emotional, the formation of high satisfaction will make consumers feel pride in the products they use; (4) Price, consumers perceive that the price is relatively cheap but the product is able to compete with other products; and (5) Cost, there is no additional cost or get it quickly (Lupiyoadi 2006).

Customer satisfaction is a concern for all business companies. Brand satisfaction uses indicators from Giovanis and Athanasopoulou which consist of 4 indicators, namely; trustworthy and not wrong in choosing, providing a satisfying experience, the right decision to choose, and the main hope (Giovanis 2017).

F. Universities PR and Image Branding

Competition in the education industry is, in Islamic Universities, very tight, so branding awareness has begun to develop in all educational service providers. Furthermore, it is explained that branding can show institutional identity and differences through competition and competence (Gupta and Gupta 2010). Why is not effectively enough to build a brand reputation just by using a specific logo, color, design, or even sound? Because, it should involve professional public relations and build two-way communication techniques with stakeholders. Furthermore, Ki and Kim insist that forming a brand image and reputation in higher education is Public Relations assignment (Ki, Kim and Ledingham 2015). So, there are, at least, two functions that should be carried out by the Public Relations of State Universities, namely a constructive, and a corrective function. The constructive function is the ability of Public Universities in State Universities to share the scientific aspect as a means of problem solver accepted by the community, in the contrary, university policies can also be accepted by the entire academic community. While the corrective function is that a Public Relations Officer

of a State University can neutralize any negative opinion developing in the internal and external community that can decrease the image and harm the organization.

More than that, the implementation of management carried out by higher education can be even wider, because it has to evaluate every strategy or plan that has been made. Scott explained that there are four steps of public relations management, namely; identification, planning and decision making, communication – implementation, and evaluation (Cutlip and Center 1982).

At the stage of defining the problem, PR serves to see how the trend of issues that occur in society or the organization actions and policies. Then, at the planning and programming stage, the problems determined in the first step are used to develop programs, goals, actions, and communication strategies by public relations practitioners. After preparing the strategy, public relations must make realization and communication. Building effective communication with stakeholders plays an important role to achieve a certain goal. Having done the planning and programs completely, the next stage is making evaluation the program.

In this step, the evaluation covers preparation, implementation, and results of the program based on the data collected on the implementation of the strategy. The results of the evaluation can be used as material to make a decision whether the program will be continued or stopped. In addition, public relations practitioners can also create new and more innovative strategies for organization goes better.

Aula and Tienari mention that building a reputation and branding are an important element in university management practices (Aulia, Waeraas and Tienari 2015). They also explained that the reputation of the institution can be one of the students' considerations in choosing a university. Mazzarol and Soutar state that "strong reputation" must also be owned by an educational institution to compete in the global market (Mazzarol and Soutar 2012). Thus, it can be concluded that the reputation of this university is a reference for companies for new graduates who are looking for a job. This is because the reputation built by the university can show how the image of the expertise of the university graduates are in line with the industrial world and the formal sector. Soebagio explained there are two benefits if an educational institution displays a positive image; first, consumers will grow a high attitude of trust, and second, it can attract relatives (Atmodiwiryo 2007).

Based on several theories mentioned above, the writer concludes that customer loyalty is influenced by many things, one of them is a positive brand image. The formation of a positive image and brand, there is a good brand criteria and brand attributes. Good criteria such as easy to pronounce, easy to remember, easy to recognize, attractive, show product benefits, highlight product differences compared to competitors. Meanwhile, in the brand attributes there are quality, advantages or distinction, the right price, availability, and ease of getting the brand's product. Consumers who have loyalty

to a brand will continue to repurchase the product, it is not easy to be tempted by promotion agent.

STATE ISLAMIC HINGER EDUCATION

A. UIN Raden Mas Said Surakarta

1. Brief History

Raden Mas Said State Islamic University (UIN RMS) Surakarta, formerly known as the Surakarta State Islamic College (STAIN) and then changed into the Surakarta State Islamic Institute (IAIN), is an Islamic state university under the Ministry of Religion Affairs located in Sukoharjo Regency, Central Java. In 2021, IAIN Surakarta was changed to UIN Raden Mas Said Surakarta based on Presidential Regulation of the Republic of Indonesia Number 42 of 2021 dated May 11, 2021. UIN Surakarta was then named Raden Mas Said, the original name of Mangkunegara I, a founder and first duke of Mangkunegaran Surakarta, and also a Hero Indonesian National.

The idea of establishing this institution came from Prof. Dr. H. Munawwir Syadzali, MA to create a Superior Islamic Higher Education Institution that is able to produce graduates with religious and social competence. According to him, the development of Islamic higher education institutions is not just

increasing the number, but more important is improving the quality of the education.

To fulfill this noble desire, Munawwir gradually pioneered a new IAIN that accommodates alumni from the *Madrasah Aliyah* with Special Program (MAPK), a madrasa that emphasizes Islamic sciences using Arabic and English in running lectures. The establishment of this new IAIN began with grafting to IAIN Walisongo Semarang through the relocation of the Ushuluddin Faculty, Kudus and the Syari'ah Faculty, Pekalongan to Surakarta.

The opening of the two faculties officially began with the inaugural lecture of the Faculty of Sharia and Ushuluddin, Surakarta, on September 12, 1992 at the Surakarta City Hall by H. Munawwir Syadzali. On that occasion, he stated that 14 IAINs throughout Indonesia and a number of faculties outside the main campus had not met the expected quality. Many IAIN lecturers do not master Arabic. Whereas Arabic is a tool to explore the source of Islamic sciences. Likewise, the ability to speak in English is, as the language of international communication, still very low,

The finding of excellent IAIN is recognized as a continuum of Munawwir's aspirations after he successfully established a Special Madrasah Aliyah Program (MAPK) in 1987 located in Padang Panjang, West Sumatra; Ciamis, West Java; Yogyakarta; Ujung Pandang; South Sulawesi; and Jember, East Java. Several years later, the number of MAPK increased by five more, namely in Banda Aceh, Lampung, Solo,

Banjarmasin, and Mataram. MAPK alumni are excellent seeds that must be immediately accommodated in higher education. Because, if they continue to the existing IAIN, it is feared that they will experience setbacks, because they have to adapt to other students who are generally high school graduates and MAN who are not specially prepared, except for high school graduates managed by well-qualified Islamic boarding schools. From this, the idea to prepare a superior IAIN that could accommodate them was born.

The two faculties, Syari'ah and Ushuluddin, that were transferred to Surakarta are well developed. It is because the prospective students come from MAPK graduates throughout Indonesia and the attention of the Central Religious Affairs Department is very large. These two factors became a big motivator in developing the two faculties. However, on July 1, 1997, the national situation changed markedly, namely, all faculties of IAIN, especially those outside the main campus, were changed to a State Islamic High School (STAIN), including two faculties which had only recently been established moved to Surakarta, so they were combined into one with the name STAIN Surakarta. The reason why Surakarta was chosen as the name of this STAIN, was as a memory of the name of the former residence of Surakarta, which had been established from 1946 to 1950, and at the same time gave the impression that this STAIN belonged to all residents who were in the former residency even though its location was in Sukoharjo Regency.

Presidential Regulation Number 42 of 2021 is a milestone for IAIN Surakarta changing its new name to UIN Raden Mas Said Surakarta. The process of changing status which was full of challenges did not dampen all components at IAIN Surakarta to make determination and optimism towards changes for the better. (UIN RMS 2022 Academic Guidebook).

2. Vision and Mission

The vision is to become a superior and innovative Islamic University to realize an advanced civilized Indonesian society in 2034.

Mission

- a. organize education and teaching of Islamic sciences, science and technology, and arts that are environmentally sound and local wisdom to create a civilized advanced Indonesian society;
- b. develop scientific traditions through transdisciplinary research and scientific publications to strengthen scientific and technological innovation;
- c. increase the contribution of the University for the empowerment of community welfare; and
- d. enhance national and international cooperation in the fields of education, teaching, research, scientific publications, and community service to create a world order that is peaceful and dignified.

Objectives

- a. Producing highly competitive and professional graduates in the fields of Islam, science, technology, and art with *ibadurrahman* character.
- b. Produce transdisciplinary research findings and scientific publications for scientific and technological innovation.
- c. Produce community service products to empower community welfare.
- d. Expanding national and international strategic partnerships in the fields of teaching education, research, scientific publications and community service to strengthen university services and contributions.

3. The Logo of UIN Raden Mas Said



The University symbol as referred to in paragraph (1) consists of elements that have the following meanings:

- a. The octagonal star above and the open book means the application of the Qur'an in preaching, spreading Islam, and its knowledge to the eight wind directions. The octagonal star also describes the glory, progress, and prosperity to be achieved and

- built by the University as a leading and competitive university in the development of science, technology, and art;
- b. The octagonal star is the result of the rotation of the square geometry of the *rubu' al-hizb* of the Qur'an which is an element in the symbols;
 - c. *Rubu' al hizb* which is formed through a geometric rotation process symbolizes the integration and interconnection of all existing elements so that they can synergize;
 - d. the components contained in the *rubu' al-hizb* are trilogos, namely theos (God), Anthropos (humans) and cosmos (nature), describing three sacred relationships which are the main themes of the Qur'an;
 - e. the top line symbolizes God as the center of the goal, two side by side gans depict harmonization, the left line depicts humans as *Abdullah* as well as *khalifatullah fil ardh* and the right line describes the universe which is a vehicle for humans to build civilization;
 - f. the two lines that form the open book symbolize the Qur'an and *Hadith* as the book of guidance which includes the harmonization of the relations of the holy trilogy; God, humans, and the universe, as well as an open book Also describes the source of knowledge that is dynamic, constantly flowing, and growing;
 - g. a straight horizontal line then upwards (on the left) depicts the *hablum minannas* namely virtuous deeds, dedication, devotion, and action

both through deductive and inductive reasoning, through education, research, and dedication (tridharma of college), and the vertical line symbolizes *hablum minallah*;

- h. the line from above then becomes flat (on the right) depicting the fruit or result of the application of good deeds, dedication, devotion that lead to the happiness and well-being of mankind and the environment.

4. Institutional Transformation as Branding

There are four important points related to the transformation of universities, especially the transformation of Islamic religious institutes into universities. First, it will provide general study programs and faculties. This change is for community empowerment need in the future. Second, there is still a dichotomy between religious and general sciences, so it should integrate the two sciences. If Islamic religious colleges only focus on religious studies, and public universities focus on general science themes, the dichotomy of science will, as a result, continue. Therefore, the transformation of higher education from IAIN to UIN is expected to integrate the two fields of science. One form of this transformation is the opening of study programs and general faculties at UIN.

Third, the change from IAIN to UIN is an opportunity for graduates to enter a wider field of work. So far, IAIN graduates are only working in

Islamic educational institutions, religious activities, and da'wah under the authority of the Ministry of Religion Affairs. The institution change is hoped that the alumni's area of movement will be wider and the existence of graduates in developing general sciences is recognized by the community. Fourth, the change from IAIN to UIN is a demand to be more professional, and high-quality education institution. Thus, the transformation of IAIN into UIN is part of efforts to face challenges and opportunities.

Having transformed into UIN, the problems faced are the philosophical background and the university's needs. On the other hand, there are also problems arising namely, a political nature where the establishment of IAIN is governmental accommodation and appreciation for the Muslims role and contribution to the nation's struggle (Abdullah, 2006). The change of university status is also inseparable to answer the challenges and opportunities faced by Islamic universities in Indonesia. If every university has the sincerity, some challenges and problems can at least be realized and make it for the better condition. (Hidayat, 2015).

The Rector of UIN Raden Mas Said Surakarta explained that the transformation into a UIN led to changes in physical and system development. The main purpose of changing UIN Raden Mas Said Surakarta is to raise and to have a wider role in responding to modern demands. The discussion on the importance of raising the level of IAIN to UIN took

a long process. This change is intended so that UIN can develop universal disciplines without being confined to the religious sciences alone. These changes are certainly supported by earlier changes in terms of human resources, administration, and institutional development (Muh, 2009).

The development of prospective new students at UIN Raden Mas Said Surakarta shows that the university is able to increase trust and improve a positive image in society. The two opportunities presented by UIN Raden Mas Said Surakarta are the opportunity to meet the demands of modernity and expand the field of study to general scientific themes. So, the hope to build a superior generation can well be carried out. Regarding the challenges of UIN Raden Mas Said Surakarta, the Chancellor of UIN Raden Mas Said Surakarta said there are several points as below.

First, facing competition and gaining international recognition for the UIN Raden Mas Said Surakarta institution. One indicator of international recognition is the number of works published and cited by reputable international journals. Therefore, lecturers and students of UIN Raden Mas Said Surakarta are required to improve the quality of scientific works. This is as stated by Abdullah (2016) that one of the visions and missions of Islamic religious higher education institutions is to improve the quality assurance system that meets national and international standards through scientific works.

Second, issues related to scientific paradigms connected to the concept of religious moderation in literate Islamic structures. Religious moderation in this context is integrated with the scientific concepts. In addition, this scientific paradigm is also related to Javanese culture and local wisdom. The next opportunity is related to the Indonesian atmosphere which has rich cultural and religious diversity. Indonesia is one of the contributors to the diversity of knowledge and the application of religious moderation through practical and social media. Even, Indonesia is one of the Islamic countries considered to have a unique characteristic of moderation in the world (Faqihuddin, 2021).

UIN Raden Mas Said Surakarta has the opportunity to take part in shaping a civilization based on religious moderation through its curriculum. This is because Islamic religious universities are currently faced with major and fundamental problems concerning the output of education which have, until now, not been adequately accommodated into various aspects of people's needs. Arifin (2020). In addition, some graduates of Islamic religious universities have not been well absorbed in the industrial field and society. The adjustment process requires a fairly long process. The transformation of UIN Raden Mas Said Surakarta is expected to improve the quality of facilities so that the process of education and learning service will be better. In addition, he also hopes that there will

simultaneously be an increase of students' soft and hard skills.

He continued that the hard challenge faced by UIN Raden Mas Said Surakarta is first changing the public perception that alumni of Islamic universities, especially UIN Raden Mas Said Surakarta, are second-class graduates. This is because the industrial world tends to be more confident with the alumni of general universities than Islamic one.

In line with Rector's opinion, Rudi, Academic Coordinator, said that there are several challenges should be met by UIN Raden Mas Said Surakarta. First, competition with other developed universities, both in Surakarta and Indonesia and internationally. Second, the perception of society and the industrial world that alumni of Islamic religious colleges are considered as second-class graduates, and it will be a potential factor to reduce public and industrial trust in UIN Raden Mas Said Surakarta.

B. UIN Sunan Kalijaga Yogyakarta

1. A Brief History

Being issued Presidential Regulation Number 11 of 1960 concerning the establishment of the State Islamic Institute (IAIN), PTAIN Yogyakarta and ADIA Jakarta became IAIN "Al-Jami'ah al-Islamiah al-Hukumiyah" with a center in Yogyakarta. This IAIN was inaugurated on August 24, 1960 in Yogyakarta by the Minister of Religion K. H. Wahib Wahab. Since July 1, 1965 the name "IAIN Al-Jami'ah" in Yogyakarta was changed

to “IAIN Sunan Kalijaga”, the name of a well-known figure who spread Islam in Indonesia. In subsequent developments, branches of IAIN were, separate from the center, established. While, the last establishment of the IAIN was IAIN in North Sumatra in 1973 by the Minister of Religion Prof. Dr. H. Mukti Ali. As we know, IAIN branches have, in its development, been established to provide wider higher education services to the community. To overcome IAIN’s managerial problems, organizational rationalization policy was carried out. In 1997 as many as 40 branch faculties of IAIN were released into 36 autonomous State Islamic Colleges (STAIN), apart from the existing 14 IAINs, it was based on Presidential Decree No. 11 of 1997.

With the development of faculties and departments at IAIN outside of Islamic studies, the status of “institute” must also change to “university”, so it becomes a state Islamic university. IAIN Syarif Hidayatullah Jakarta is the first IAIN to change into a UIN, namely UIN Syarif Hidayatullah Jakarta. Then followed by UIN Sunan Kalijaga Yogyakarta, UIN Maulana Malik Ibrahim Malang, UIN Syarif Qasim Riau, UIN Alaudin Makasar, UIN Sunan Gunung Djati Bandung, UIN Sunan Ampel Surabaya, UIN Arraniry Banda Aceh, UIN Walisongo Semarang, UIN Raden Patah Palembang, UIN Medan North Sumatra. The following is the periodization of UIN Sunan Kalijaga development.

a. Pioneering Period 1951 - 1960

This period began with the conversion of the Faculty of Religion at the Indonesian Islamic University (UII) into an State of Islamic Higher Education (PTAIN) which was regulated by Presidential Regulation Number 34 of 1950 on August 14, 1950 and the inauguration of PTAIN on September 26, 1951. At the same time, there was also a the merger of PTAIN (established based on Presidential Regulation Number 34 of 1950) and ADIA (established based on the Decree of the Minister of Religion Number 1 of 1957) with the issuance of Presidential Regulation Number 11 of 1960 on May 9, 1960 concerning the Establishment of the State Islamic Institute (IAIN) under the name Al- Jami'ah al-Islamiyah al- Hukumiyah. At that time, PTAIN was led by KHR Moh Adnan (1951-1959) and Prof. Dr. H. Mukhtar Yahya (1959-1960).

b. Fondation Building Period 1960 - 1972

This period was marked by the Inauguration of the IAIN on August 24, 1960. During this period, the IAIN was separated. The first was based in Yogyakarta and the second, based in Jakarta based on Religious Decree Number 49 of 1963 dated February 25, 1963. During this period, IAIN Yogyakarta was given the name IAIN Sunan Kalijaga based on the Decree of the Minister of Religion Number 26 of 1965 dated July 1, 1965. The construction of educational facilities and

infrastructure was carried out, starting with the relocation of the old campus (on Jalan Simanjuntak) to a new and much wider campus (on Jalan Marsda Adisucipto Yogyakarta). A number of faculty buildings were built and supported by a wide mosque. The education system that was in effect during this period was still 'free' because students were given the opportunity to take exams after they had really prepared themselves. The curriculum material still refers to the Middle East curriculum (Al-Azhar University, Egypt) which has been developed during the PTAIN period. In this period, IAIN Sunan Kalijaga was under the leadership of Prof. R.H.A. Soenaryo, S.H.

c. Academic Foundation Period 1972 - 1996

During this period, IAIN Sunan Kalijaga was led successively by Colonel Drs. H. Bakri Shahid (1972-1976), Prof. H. Zaini Dahlan, MA (during 2 terms of office: 1976-1980 and 1980-1983), Prof. Dr. HA Mu'in Umar (1983-1992) and Prof. Dr. Simuh (1992-1996). In this time, the construction of physical infrastructure including the construction of the Da'wah Faculty, Library, Postgraduate Program, and Rectorate building was continued. The education system used in this period began to shift from a 'liberal system' to a 'guided system' with the introduction of the 'quasi semester system' and finally the 'pure semester credit system'. In terms

of curriculum, IAIN Sunan Kalijaga has undergone radical adjustments to suit public needs.

The number of faculties increased to 5 (five); namely the Faculty of Adab, Da'wah, Shari'ah, Tarbiyah and Usuluddin. The Postgraduate Program of IAIN Sunan Kalijaga was also opened in this period, precisely in the 1983/1984 academic year. This Postgraduate Program has started with academic activities in the form of short courses on Islamic studies under the name Post Graduate Course (PGC) and Postgraduate Studies (PPS) which are held without awarding a Master of degree. For this reason, the opening of the postgraduate program in the eighties has confirmed the function of IAIN Sunan Kalijaga to serve undergraduate program.

d. Academic and Management Determination Period 1996 - 2001

In this occasion, IAIN Sunan Kalijaga was led by Prof. Dr. HM. Atho Mudzhar (1997-2001). During this period, the efforts to improve academic quality, particularly the quality of lecturers (educative staff) and the quality of alumni were continued. A large number of lecturers are encouraged and given the opportunity to continue their studies, both at the Masters (S2) and Doctoral (S3) levels in various disciplines, both at home and abroad. Likewise, increasing human resources for administrative staff by improving the quality of management and

academic administrative services. In this period, IAIN Sunan Kalijaga increasingly concentrated on improving its academic orientation and strengthening its existence as a higher education institution. The number of lecturers with Doctoral and Professor titles has increased accompanied by an increase in the number of library collections and service systems

e. Institutional Development Period 2001 - 2010

This time can be called the ‘Transformation Period’, because there has been an important event in the development of the oldest Islamic higher education institution in the country, namely the Transformation the State Islamic Institute (IAIN) into State Islamic University (UIN) based on Presidential Decree No. 50 of 2004 dated June 21, 2004. The declaration of UIN Sunan Kalijaga was carried out on October 14, 2004. This phase was under the leadership of Prof. Dr. HM. Amin Abdullah (2001-2005) with the Vice Chancellor for Academic Affairs Prof. Drs. H. Ah. Minhaji, MA., Ph.D, Vice Chancellor for General Administration Drs. H. Masyhudi, BBA, M.Sc. and the Vice Chancellor for Student Affairs Prof. Dr. H. Ismail Lubis, MA (deceased) who was later replaced by Dr. Margustam Siregar, MA.

In the second period (2006-2010) from the leadership of Prof. Dr. HM. Amin Abdullah has formed a Vice Chancellor for Cooperation. With

the establishment of the Vice Chancellor for Cooperation, the leadership of UIN Sunan Kalijaga in this second period is as follows: Vice Chancellor for Academic Affairs, Dr. H. Sukamta, MA, Vice Chancellor for General Administration, Dr.H. Tasman Hamami, MA, Vice Chancellor for Student Affairs, Dr. Margustam Siregar, MA, and the Vice Chancellor for Cooperation are held by Prof. Dr. H. Siswanto Masruri, MA.

The change Institute into a university was carried out to launch a new paradigm in viewing and conducting studies of the religious sciences and general sciences, namely the interconnection integration paradigm. This paradigm requires an effort to have an open and intensive dialogue between *hadlarah an-nas*, *hadlarah al-ilm*, and *hadlarah al-falsafah*. With this paradigm, UIN Sunan Kalijaga further emphasizes its concern for the development of the Muslim community in particular and the public in general. The integration and linking of the two fields of study that were previously viewed as disparately different allowed the birth of a friendly, democratic understanding of Islam that became *rahmatan lil 'alamin*.

f. Period of Togetherness and Welfare 2010 - 2014

Based on the Decree of the Minister of Religion of the Republic of Indonesia Number: B.II/3/16522/2010 on December 6, 2010, UIN Sunan Kalijaga was led by Prof. Dr. H. Musa

Asy'arie and was assisted by four Vice Chancellors, namely: Assistant Chancellor for Academic Affairs Dr. Sekar Ayu Aryani, M.Ag., Vice Chancellor for General Administration Prof. Dr. H. Nizar, M. Ag., Vice Chancellor for Student Affairs Dr. H. Ahmad Rifai, M.Phil., and the Vice Chancellor for Cooperation, Prof. Dr. H. Siswanto Masruri, M.A. To improve the quality of the implementation and services of higher education, it is considered that the working organization of the State Islamic University of Sunan Kalijaga Yogyakarta needs to be reorganized.

Therefore, the Working Organization of the Sunan Kalijaga State Islamic University underwent a change based on the Minister of Religion Regulation Number 26 of 2013. In accordance with the new Work Organization of Sunan Kalijaga State Islamic University (ORTAKER), the Chancellor was, in carrying out the duties, assisted by three Vice Chancellors, namely: Academic and Student Affairs Dr. Sekar Ayu Aryani, M.Ag., Vice Chancellor for General Administration, Planning and Finance, Prof. Dr. H. Nizar, M.Ag., and the Vice Chancellor for Institutional and Cooperation, Dr. H. Maksudin, MA.

g. Transformation of IAIN into UIN Sunan Kalijaga

This period can be called the transformation period, because during this time an important event occurred in the development of the oldest Islamic

higher education institution in the country, namely the transformation of the State Islamic Institute (IAIN) into a State Islamic University (UIN). This transformation was based on Presidential Decree No. 50 of 2004 dated June 24, 2004. The change of the Institute into a university was carried out to launch a new paradigm in viewing and conducting studies of the religious sciences with the general sciences, namely the integration-interconnection paradigm. This paradigm requires an effort to have an open and intensive dialogue between *hadlarah an-nas*, *hadlarah al-ilm*, and *hadlarah ah-falsafah*.

With this paradigm, UIN Sunan Kalijaga increasingly emphasizes its concern for the development of the Muslim community in particular and society in general. The integration and linking of these two fields of study were previously viewed as disparately different enabling the birth of a friendly, democratic, and understanding of Islam as *rahmatan lil 'alamin*.

2. Vision and Mission

Vision: Excellence and Leading in Islamic and Scientific Guidance and Development for Civilization.

Mission

- a. Integrating and developing Islamic, scientific, and Indonesian studies in education and teaching Develop a culture of *ijtihad* in multidisciplinary research that is beneficial for academic and community interests.

- b. Increasing the role of institutions in solving the nation's problems based on Islamic and scientific insights for the realization of civil society.
- c. Build trust and develop cooperation with various parties to improve the quality of the implementation of the *Tridharma* of Higher Education.

Objectives

- a. To produce graduates who have integrative-interconnective academic and professional abilities.
- b. To produce graduates who have faith, have noble character, have social, managerial, and entrepreneurial skills as well as a sense of social responsibility.
- c. To produce scholars who respect and animate scientific and human values.
- d. To make the University a center of excellence in the field of integrative-interconnective studies and research.
- e. Build a strong and functional network with alumni.

3. Core Values as Branding



- a. Integrative – Interconnective
Integrated system in academic development, management, student affairs, cooperation, and entrepreneurship.

b. Dedicative– Inovative

Being dedicated, trustworthy, pro-quality, thinking and active movement, creative, intelligent, and innovative; not just routine and diligent work.

c. Inclusive– Continous Improvement



Being open, accountable, and committed to change and sustainability

The basic form of the emblem and logo is a sunflower with one stalk and two leaves. The flower petals are realized in the form of classical Islamic ornaments. The left leaf blade visualizes the letter 'U', the stem is the letter 'I' and the right leaf is the letter 'N' so it can be read U-I-N.

The floral-patterned emblem resembles a spider web symbol of the interrelationships and connections between science and religion which is engraved in the mosaic icon on the outer wall of the UIN building—taken from the ornaments on the walls of the Alhambra Palace during the Umayyad Caliphs in Granada, Spain. The Alhambra Palace was completed in the 14th century, the period of Muhammad Yusuf, 1333-1353, and the period of Muhammad V, Sultan of Granada, 1353-1391 during the Nasar/Daula Ahmar Dynasty (1232-1492. The art of ornamentation gave

many influences to various buildings in the East and West. This combination of East and West (*La syarqiyyah wa la gharbiyyah*) can be interpreted as the vision and mission of UIN which wants to get rid of the scientific dichotomy towards integration and interconnection of scientific fields towards the excellence of civilization.

The ornamental motif is a blend of high-level artistic tastes from Islamic culture in the Middle East and European culture in the West as a symbol of integration-interconnection. If looked closely, some of the ornaments in the UIN building have applied the use of two 4-square shapes as the basic elements for the formation of these ornaments. The visual flower was chosen as the basic form of the logo because it is a symbol of beauty, fragrance, harmony, balance, and goodness. Allah SWT loves beauty and fragrance because Allah SWT is the most Beautiful and the most Fragrant. This implies that UIN always brings coolness and beauty to the surrounding environment as well as a fragrance in playing its entire role. It can also be interpreted that UIN Sunan Kalijaga really intends to instill the spirit and humanity character, *rahmatan lil 'alamin*.

The golden yellow flower petals are taken from a type of precious metal, showing luxury, honor, glory, eternity, immortality, loyalty, and devotion. Implying sharpness of mind, the majesty of mind, nobility of mind, the brilliance of mind and spiritual content towards UIN Sunan Kalijaga which is superior and prominent. Luxury and wealth are manifested in

the form of depth of knowledge, wealth of character, self-maturity and local cultural wisdom. UIN Sunan Kalijaga wants to be superior and prominent, but still polite and humble. The green color of the leaves symbolizes continuity, freshness, naturalness, and renewal. Green is a symbol of hope, growth, birth, prosperity, fertility, and regeneration through endless innovations

Green has a history of continuity for the transformation of UIN Sunan Kalijaga. Green also contains a religious message, because in the letters Al-Insan (76): 21 and Al-Kahf (18): 31 it is reported that the inhabitants of heaven wear green clothes.

5. Curriculum Design

According to Amin Abdullah, the development and conversion of IAIN to UIN is a scientific project. Projects for developing scientific insights and changing scientific thinking with transformative religious inspiration (Amin Abdullah, 2005). It doesn't perfunctorily change, and is also not just a physical project. The conversion from IAIN to UIN is a momentum to fix and heal the “wounds of dualism” in general science and religion which is getting more and more painful by the day. Among the big challenges for UIN – in the midst of limited human resources and facilities – are, among others, building an Islamic epistemology that must be actualized into the curriculum as teaching materials for students.

As a scientific agent, the students must be able to interpret Islamic teachings into every field of study. How ironic is that an Islamic University teaches field of study with a standard curriculum Islamic nuances, but does not produce students who have the scientific quality of previous Islamic leaders or even exceed them. Therefore, the content of the curriculum is very significant (M. Zainuddin, 2004).

6. Internalization of Core Values into the Curriculum

The scientific paradigm of "integration-interconnection" developed by UIN Sunan Kalijaga which is contained in the book Basic Scientific Framework and Curriculum Development of UIN Sunan Kalijaga (2004) needs to be broken down into the form of competency formulation expected from graduates of each study program at UIN Sunan Kalijaga. To formulate the competence of the study program, insight, understanding, and vision is needed for lecturers in general and for managers of study programs in particular regarding the outputs that will be produced. Substantially, the competence of this study program is developed with reference to the vision, mission and objectives of UIN Sunan Kalijaga as well as an integrative-interconnective scientific framework.

The competency of the Study Program that has been produced by UIN Sunan Kalijaga is more comprehensive, because it does not only includes competency standards and the main competencies of

graduates, but also includes philosophical foundations, strategic issues, study program profiles, graduate competency profiles, competency integration-interconnection, and structure. curriculum.

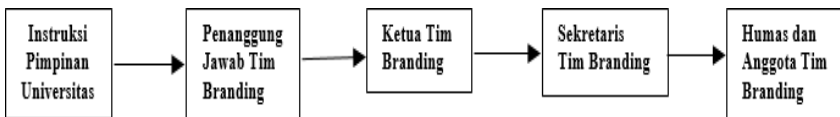
7. Branding Team 2018

The Branding Team is a non-structural institution that was formed based on the Rector's Decree Number 48.1 of 2018 dated March 9, 2018. The Branding Team was formed to carry out the task of branding UIN Sunan Kalijaga and assisting the PR work of UIN Sunan Kalijaga which in its duties was already overwhelmed with the routine work of documentation and publications. In addition, the lack of personnel or members of public relations staff is also one of the considerations for the establishment of an institutional Branding Team.

The position of the Branding Team itself is under Public Relations so the nature of the Branding Team stands as a supporting system and conceptor related to the branding of UIN Sunan Kalijaga. It can also be said that the Branding Team became an emergency system when public relations were unable to handle several problems related to UIN Sunan Kalijaga. So, the Branding Team works by synergizing with public relations in the field of university branding and acts as a problem solver or solution provider when the university experiences problems that cannot be handled by public relations itself.

The members of the Branding Team consist of university leaders, staff, and lecturers from each

faculty. This policy is set out in the rector's appointment letter with the aim of facilitating communication and data collection from each faculty. This Branding Team Membership structure is only valid for 1 (one) year which will then be re-appointed. But there are several positions that have the possibility not to be replaced, namely director, a person in charge, chairman, and member of the Branding Team from PR. This is done because members of the branding team will remain active in carrying out their main responsibilities; as teachers and other duties. The directors will also be able to see the effectiveness of the team for 1 (one) year and then an evaluation will be carried out before issuing a new appointment decree. The Branding Team has the following coordination system



System of Tim Branding coordination 2018

Each member of the Branding Team has assigned tasks according to their expertise. In this case, the Branding Team supervisor is tasked with providing direction and guidance for the Branding Team so that they continue to work according to the established corridor. The person in charge of the Branding Team is asked with ensuring the work of the Branding Team and also providing direction and approval for each activity to be carried out. The Branding Team Leader in this structure is ordered to lead the team in carrying out their duties. This is done together with

the team secretary. In addition, the secretary of the Branding Team is also tasked with receiving decisions or instructions from superiors and coordinating them with members and public relations. The following is a list of Branding Team memberships;

Branding Team Membership 2018

No	Name	Occupation in UIN	Occupation in Team
1.	Prof. Drs. KH. Yudian Wahyudi, MA., Ph.D.	Rector	Guider
2.	Dr. Waryono, M.Ag.	Vicw Rector III	Guider
3.	Dr. Mochamad Sodik, S.Sos., MS.i.	Dean of FISHUM	Chairman
4.	Rama Kertamukti, S.Sos., S.Sn.	Lecturer of ISHUM	Secretary
5.	Rika Lusri Virga, S.IP., MA.	Lecturer of FISHUM	Member
6.	Muhammad Izzul Haq, S.Sos., M.Sc.	Lecturer of FDK	Member
7.	Moh. Khanif Anwari, S.Ag., M.Ag.	Lecturer of ADIB	Member
8.	Fuad Mustafid, M.Ag.	Lecturer of FSH	Member
9.	Rohinah, S.Pd.I., MA.	Lecturer of FTIK	Member
10.	Subkhani Kusuma Dewi, MA.	Lecturer of FUBI	Member
11.	Dr. Imelda Fajriati, M.Si.	Lecturer of FST	Member
12.	Muhammad Rudi Nugroho, SE., M.Sc.	Lecturer of FEBI	Member
13.	Muhammad Mahyudin, SH., MA.	The Head of Administration	Member
14.	Drs. Sutarman, MA.	The Head of Humas	Member

PR MANAGENENT IN BUILDING BRAND IMAGE AT UIN SUNAN KALIJAGA

A. PR in Bulding Brand Image

Through public relations management, the development of UIN Sunan Kalijaga Yogyakarta has progressed very rapidly. Public relations programs are more directed at how to make this institution attractive and have a good image in the public's eyes. For this reason, public relations at this university certainly has good management, so it can attract the community's interest. Public relations at UIN Suka Yogyakarta is in charge of establishing good relations with campus residents, parents, the community, as well as the business/industrial world, and is ordered to carry out a series of activities aimed at achieving a positive image of the school. Following is a serie of public relations activities in building the image of the institution. Public Relations at UIN SUKA Yogyakarta is defined as follows.

1. Public Relations is a two-way communication that supports the creation of policies, then explains, announces, maintains, or promotes to the public so that mutual understanding and good faith are obtained.

2. The practice of public relations is carried out in a planned and continuous manner in order to create and maintain goodwill, as well as attitudes of Mutual Understanding between an organization or company and its entire audience.
3. To develop harmonious relations with other parties, namely the public (general, community) as well as to create, foster and maintain a favorable attitude for the institution or organization on the one hand and with the public on the other hand through harmonious and reciprocal communication. (UIN 2021 Document)
4. Support management activities in achieving organizational goals

While the functions of Public Relations are:

1. Fostering harmonious public relations between the organization and the internal and external publics;
2. Creating a two-way combination with the distribution of information and organizations to the public, channeling public opinion and channeling public opinion to organizations;
3. Serve the public by providing advice to organizational leaders on the basis of public interest.

In the context of branding management, Huma UIN Sunan Kalijaga focuses more on how to maintain the image it has. Therefore, the management taken includes three steps, namely research finding, communication-action, and evaluation.

B. Research Fact Finding

At this stage, facts and information that are directly related to the interests of the organization will be

determined. Fact finding is done to find out whether opinions, attitudes and reactions (situations and opinions) in society support or hinder organizations, agencies or companies. In this fact finding stage, a public relations officer is required to:

1. Pay attention to various social, political and economic events or developments that are directly or indirectly related to institutions or companies;
2. Collect various kinds of data to be processed into information;
3. Analyze the information to suit the needs of the institution or company.
4. Always ready to provide sufficient information to each organizational unit or company; and,
5. Improving all kinds of information that is still inadequate. 6. Completing data and information storage, among others, by organizing documentation and press clipping.

In connection with this fact-finding activity, Cutlip and Center found four stages of research, namely: 1. research on the current situation, especially on what people are thinking and why. 2. research on the basic principles of public relations being implemented by the organization or company. 3. research on the results, how people react to protests to the organizations or companies, for example, reaction to advertisement or special article written by the public relations department. 4. conduct an evaluation of how people react and respond to other stimuli provided by the organization.

Morissan (2014) states that planning is the initial factor of all management functions. Without planning, it is impossible to know whether the efforts made will be achieved or not. Strategic planning is a plan that includes long-term and general goals that the organization wants to meet. Strategic thinking includes the act of estimating or building desired future goals, determining and formulate plans the opportunity and weakness in reaching goals.

According to Rini, there are four basic steps or stages of planning (Rini, 2017). They are follows;

1. Setting a goal or set of goals. Planning begins with decisions. Without a clear set of objectives, an institution will use its resources ineffectively;
2. formulating the current state, understanding, and the present condition of the goals to be achieved is very important, because goals and plans concern the future.
3. identifying all the conveniences, strengths, weaknesses and obstacles that need to be identified to measure the ability to achieve goals, therefore it is necessary to understand internal and external environmental factors that can help achieve goals, or may cause problems.
4. developing a plan or a series of activities to achieve the goals. The final stage in the planning process includes the development of various alternative activities to achieve the goals.

Mahyudin stated that public relations program planning cannot be separated from the overall work program planning, which includes; identification of problems, formulation of problems, formulation of objectives, analysis and selection of alternative problem solving, identification of sources of support/obstacles, problems formulation, formulation of objectives and analysis, and selection of problem solving alternatives, preparation of programs, and meeting and activity schedule.

In connection with this activity, PR UIN Sunan Kalijaga has held a national PR manager meeting to discuss the problems faced by PR and find a solution out. The main issue discussed in the meeting is the institution image (interview with Mahyudin, 2022)

C. Planning - Decision

As described above, the central function of public relations is to support management in achieving organizational goals that focuses on communication as main activity. The target of public relations activities are internal and external publics, while the goal is the establishment of harmonious relationships between the organization manager and its stakeholders. Thus, superior universities have to manage effective relationships with their stakeholders which include students, lecturers, administrative staff, alumni, community, government, press media, parents of students, etc.

PR of higher education are required to be able to build a positive image of the institution in entering the future

era (globalization, the era of educational autonomy), foster synergistic communication between educational institutions and the community and build responsive institutions to the dynamics of society. Thus, the functions of PR in higher education institutions is required to always be professional in managing information in order to create a positive institution image. This demand requires a good communication management (public relations). According to Ngurah (1999) communication activities held by organizations should be managed properly.

Without management, the organization cannot know what contribution of PR activities make to the organization. Usually, public relations activities are carried out without planning, without evaluation, even though there are activities done. Ngurah said that basically public relations management can be defined as the application of management concepts into public relations activities ranging from planning a public relations work program, organizing it, implementing it to evaluating a public relations work program.

A good PR work program must be based on a proper understanding of the newest issues faced by an organization. Therefore, an effective PR public relations activity is basically a process that begins with determining the problem through research. According to Scott M. Cutlip & Allen H. Center (1982: 139), the basis of reference for the implementation of PR work programs can be done through a four-stage process.

Planning is a fairly important stage, because it connects communication activities with the interests of

the organization/company. Based on the research, PR officer plans how best to take into account psychologically, sociologically, social conditions, and political economy. So, the steps taken are:

1. Formulating what goals must be achieved by public relations when sending certain messages;
2. processing the data obtained about the various factors needed;
3. formulating how the message should be disseminated;
4. determining the communication technique;
5. checking the perfection of the information obtained at the fact finding stage;
6. comparing the experiences of other parties and their own organization in order to obtain the best steps; and
7. Conducting an analysis of the information obtained and formulate it in accordance with the work program, namely according to the situation and place.

In planning the activities of the PR program, the PR manager and related parties set the goals to be achieved. Goal setting is a direction for PR in the success of the work program. The achievement of program objectives must be in line with the vision and mission of the institution. The following is Mahyudin's statement:

First, we set the goals of public relations, what we want to achieve, who is the target, and what is the budget. One of our goals here is to maintain the existence and image of UIN Sunan Kalijaga. Our publication emphasizes like a Gudang Garam cigarette company. Although, already famous but still holding promotions.

From the statement above, it can be understood that PR planning starts from setting goals. The purpose of the PR university is to maintain the existence and image of the campus, even though the demand for prospective new students is relatively increasing. However, the university continues working hard to hold school publications and establish collaborations with the community, parents, the business and industrial world, and the government. The goals of PR need to be set as guidelines in achieving campus image. Planning on the function of public relations management in educational institutions is an agreement and understanding among members of educational institutions about what the university should achieve. Without a planned program, a public relations practitioner will be forced to act instinctively.

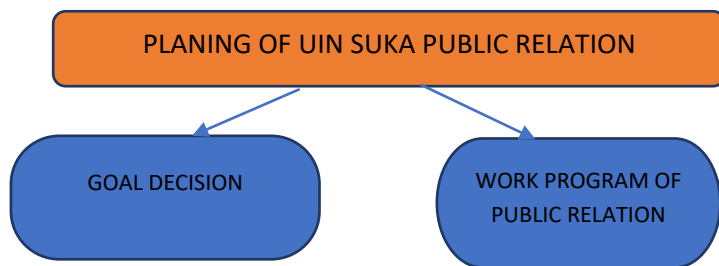
There are some important things should be done PR, one of them is setting PR operation targets which will later become a benchmark, taking into account the number of hours worked and the various costs required, and selecting the most important priorities in order to determine the number of programs and the time required to carry out all prioritized public relations programs. The following is the statement of the Head of Public Relations, Suherman.

In building the image of the university, we create a public relations program that aims to achieve a good image of the school. We map out each activity achieved starting from the program activities, targets, then measure the success of the activities, sources of funds, and who are the implementers of the program activities that have been made.

From the statement above, it can be concluded that it is necessary to create a public relations program. The PR program was created as a guide in achieving the university's image. There are several activities carried out by public relations at UIN Sunan Kalijaga in compiling a work program like; description of activities, targets, indicators of success, sources of funds, implementers, and timing of activities. The above statement was confirmed by the staff of Public Relations, Bayu Ariwibowo.

Public Relations makes a program design as a direction to achieve the image of the university. Public relations program must be made clear, what, who, where, and when its implementation and how much budget is needed.

It shows what must be considered in public relations planning is the clarity of its program. Public relations managers must create interrelated programs. For example, what is the description of the activities, who is the implementer, and what are the objectives of the program. In addition, the source of activity funds, when to carry out activities, and indicators for evaluating the success of activities are also determined. If a chart is formed, the flow of determining the public relation work program is as follows.



D. Communication - Action

The communication stage is inseparable from planning on how to communicate and what is conveyed so

as to create impressions that effectively influence those who are considered important and have the potential to provide full support. The strategy of delivering messages that must be conveyed cannot be separated from the goals to be achieved through PR management activities. With the right strategy, the message conveyed will be received effectively.

So, the choice of media or communication channels depends on the public. The choice of media platform is strongly influenced by factors of media availability, cost, communication skills, target public, and communication objectives. In addition to the choice of media/communication channel, in the communication program, it is also necessary to determine the type of message and the theme that must be highlighted. Ngurah (1999) conveyed that public relations programs are carried out not only with communication programs, but also action programs to solve problems faced by organizations.

Both ways should be done because the company's relationship with the public is not only caused by communication errors but also non-communication factors (such as misbehaving, making policies, determining implementation steps, etc.). While, public relations problems can be caused by communication and non-communication factors, public relations needs to propose an action program to support problem solving. Planning is the process of setting goals and necessary actions. By this, the managers think about activities before carrying out activity. These activities are usually

based on various methods, and logic, not just on the basis of guesses or hunches (Jefkins, 2003).

Related to brand image, there are several steps taken by PR of UIN SUKA Yogyakarta. As an educational institution, this university was previously not very aware of the phenomenon. This is due to the assumption that it is a State University that no longer requires branding to campaign. This assumption then changed after UIN Sunan Kalijaga found several conflicts that threatened its credibility and existence. The leaders of UIN Sunan Kalijaga realizes that although it is the oldest Islamic university and has achievements to be proud of, but it is still only known internally, the academic community (As reported by Mahyudin)

The rest, some people still have unfavorable sentiments towards UIN Sunan Kalijaga. This is because the brand in the public's mind has not fully provided a strong meaning for the real UIN Sunan Kalijaga. Therefore, the news regarding the issue of radicalism and liberalism is very sensitive at UIN Sunan Kalijaga. So, the construct that was built in the people's minds related to UIN Sunan Kalijaga was shifted. Therefore, branding is a necessity for UIN Sunan Kalijaga as stated by Rama:

Due to the needs of the times, it is true that public relations requires branding. Because branding is separated from mix promotion. Branding is different from marketing. Out of necessity. The Branding Team is only for support.

This statement is supported by Mahyudin that branding is one way for an institution to be successful in currently changing era. Only a strong image is able to

easily provide true brand meaning such as communicating what characteristics or advantages it has. Furthermore, this brand will be able to provide continuous benefits.

Through this statement, Branding is positioned as a necessity and a demand, and it does not only mean for the existence and survival university, but how the university has prestige in the eyes of the community. UIN Sunan Kalijaga took immediately action to carry out branding in overcoming the conflicts faced. However, on the way, UIN Sunan Kalijaga encountered the problem by functioning PR that has limited members or staffs, so its work is not optimal. Due to the condition, Chancellor of UIN Sunan Kalijaga formed a Branding Team. This statement was delivered by Mahyudin.

Actually, the Branding Team is a subsystem of UIN Public Relations. So, we are only supporting. Actually, the main task of branding is public relations for UIN or UIN as a whole. So we just support it. Because this branding team is a kind of non-structural institution. If public relations is a structural institution that is formally formed by the constitution. The Branding Team is formal but not structural. So it is more supportive. So that this team does not carry out systemic work such as public relations only to support it

The Branding and PR team work in synergy, and it is based on the vision and mission of UIN Sunan Kalijaga. The Branding Team has the function of encouraging public relations work and being a supporting system and emergency system at UIN Sunan Kalijaga. The Branding Team does not carry out conventional branding activities but rather provides insight or ideas that will later be

developed by public relations at UIN Sunan Kalijaga. The statement conveyed is in line with Agus Irfan's opinion:

The team only helps public relations which in this case are overwhelmed by other tasks to think about how to properly brand UIN. The hope is to be able to compete with universities that not only have names but are also well known for their work. Initially, it was because of the veil policy, there continued to be turmoil in the community where the policy was seen as detrimental. In this case, it is felt that the role of public relations is still lacking

Branding is not something easy because it will be related to many aspects of the institution. According to Kotler (2010), branding is one of the most important things as a significant management tool used to gain differentiation and create a sustainable competitive advantage.

The support meant here is that the Branding Team works to encourage public relations work. So, conventional branding activities are still carried out PR. The Branding Team is more likely to give ideas and initial movers of the activities carried out. Through that idea, it will then be returned to the PR officer to continue the activity. Through the resource persons, the researcher found that the Branding Team was formed to encourage the performance of PR who had been struggling to brand and carry out their daily duties. The Branding Team provides, in this case, input and contribution of new ideas to PR, so this activity can be done properly, and the results obtained can also be in accordance with expectations.

Because the function of branding team formed only supporting image, the steps that can be taken by P R of UIN Sunan Kalijaga are to maintain the image of the institution at a level trusted by the public. The following are Public Relaton actions related to university branding.

1. University Branding

The University is a non-profit institution in the field of education which is currently tight in competition, both among State Universities, and between Private Universities or between two of them. State Universities is itself divided into two, namely PTN which are under the Directorate General of Higher Education (Dikti) and those under the Directorate of Islamic Religious Higher Education (Diktis) which are referred to as State Islamic Religious Colleges (PTKIN). In Indonesia, there are currently 58 PTKINs including UIN Sunan Kalijaga. And in its track record, UIN Sunan Kalijaga was the first PTKIN to be established, so it became the oldest Islamic University in PTKIN. Therefore, UIN Sunan Kalijaga has a very long track record. In addition, the achievements reached by UIN Sunan Kalijaga are more numerous and superior compared to other PTKINs, providing added value for the name of the university. Mahyudin said:

We are also comparing that UIN is a university that has been accredited by A rank. The accreditation rating is a branding effort because like this, evaluating UIN is not only in words. But we follow all available standards. It's actually automatic, yes, when we upload A, the brand is already superior. And later on, the international ones are

AUN-QA, some have started. In addition to responding earlier, we also give a new meaning called superior.

This statement is in line with what Mahyudin and supported by Bahtiar Alkfan said:

We should be proud because it is not only accredited nationally but also internationally. There is AUN-QA, our Chancellor is also the chairman of ISAI, we also have professors in the field of Islam, many lecturers who are trusted by the ministry and become resource persons in several media. This proves that UIN Sunan Kalijaga has competitiveness.

Currently, UIN Sunan Kalijaga is one of the PTKINs that has been accredited by AUN-QA, namely the accreditation of Islamic-based universities at the ASEAN level, besides that several professors whose names are well-known at the international level provide added value. So, UIN Sunan Kalijaga begins to prepare the next advance level, World Class University in Islamic Studies. Beside that, in ranking of webometric, this university get fourth rank around the Islamic Hinger Education in Indonesia. This achievement has not been seen by the general public.

As stated by Kennedy, communicating the brand is one of the most important things for a company to show its differentiation. Because, how good this company is if it is not communicated to the public, its value will, of course, not be conveyed (Kennedy, 2006). This explanation is in line with the understanding of the concept of Islamic branding, where one way is

to communicate the brand by forming an emotional brand, and brand personality.

Brand personality means a characteristic possessed by an institution that can be easily recognized by the public. In this case, UIN Sunan Kalijaga has several things to be proud of and certainly able to compete with other universities, but in fact the media coverage related to UIN Sunan Kalijaga tends to discuss radicalism and secularism. This is one of the problems that should be addressed immediately and find a way out. For this reason, the Branding Team carried out a brand campaign to strengthen the UIN Sunan Kalijaga image.

2. Brand Recognition

In this initial stage, the basis of a brand that can be formed is through recognition both by stakeholders and the wider community (Durianto, 2004:55-56). This step of brand recognition will form brand awareness which will determine whether the brand can be considered by consumers or not. In practice, the Branding Team, in branding universities, uses the concept of sharia branding. Whatever do is in accordance with Islamic religious rules, so the values performed do not deviate. At this stage Mahyudin conveyed:

We communicate that UIN Sunan Kalijaga is in accordance with its core values. Of course, in fact, we introduce an inclusive campus so that there are people with disabilities, you know, there are people of different religions who can study here, like that. That's an example

The brand recognition stage carried out by the Branding Team was by communicating the UIN Sunan Kalijaga brand that was in accordance with its core values, which was also conveyed by Bahtiar Alfian.

So, how about this branding, we want to show that UIN Suka is then able to become a kind of strong institution in giving meaning to Islam that is *rahmatan lil alamin* in accordance with the vision, mission, goals and core values. Excellent and reputable university. We continue to show this through news publications, so that people know. That is to show that we are not an ordinary university because we have Islamic aspects.

The statement of these two sources is in accordance with Kennedy that at the brand recognition stage, a brand enters the recognition stage which becomes familiar in the eyes of the public (Kennedy, 2006). So, this initial stage is very important and will determine the position of UIN Sunan Kalijaga.

But, for the Branding Team, the brand recognition stage does not only end with UIN Sunan Kalijaga, which is an excellent and leading university in the integration of science and Islam, but also to what accepted by the community is true. Currently, UIN Sunan Kalijaga is in the process of leading to a World Class University in Islamic Studies. This can be an evidence of UIN Sunan Kalijaga's efforts to build the university brand.

According to Temporal (2011), the brand communicated must be honest, as it is in accordance with one of the five characteristics of the Prophet Muhammad, namely *shiddiq*. Departing from

communicating the brand, honestly is to be the basis of the Branding Team in promoting university brand. Mahyudin sai:

We should not lie, but we always optimize with our existing potentials. Honest brands. Not deceiving, we have many things that UIN has, but it is not known by the public, it is like hidden powers. Like lecturers who have excellent specializations but people don't know it well.

Mahyudin explained that UIN was, in introducing brand, in the honest way and did not manipulate facts. Because at this stage, trust community must be built. As stated:

Branding that is in accordance with UIN, yes the integration of interconnections that this UIN is *khoirunnas anfa'uhum linnas*. So that branding is done without manipulation. So it is more d yes, according to Islamic teachings. Yes, so there is no fraud, no manipulation which is not allowed in Islam. Because branding itself can also mean manipulation

The Branding Team strives for the existing brand to be based on Islamic law so that the value of UIN Sunan Kalijaga can be conveyed in its entirety. It does not only focus on what is conveyed, but also on the facts of UIN Sunan Kalijaga. a similar statement was delivered by the Vice Chancellor 1

In addition to developing a concept that is *rahmatan lil alamin*, we also want that when we talk about excellence, the benchmark is clear. Don't let the branding with the facts be far away. We're just sticking to the facts. We have professors in Islamic studies such as Prof. Amin, Prof. Yudian, Prof. Samuel etc. But talking about technology

and so on we are not yet capable. This is where we make an empirical based. The branding that is currently being done is realistic first based on facts and what is already owned. Now that person saw those powers. So that we develop local wisdom, then we develop local knowledge

Researcher found the suitability of the answers given by the two sources where the initial stage of branding carried out by the Branding Team was to communicate the brand of UIN Sunan Kalijaga as it is. The steps taken by the Branding Team are also in accordance with the theory where the branding is carried out by showing the advantages they got. This promotion model is brand charisma based on the concept of *sharia*.

Mahyudin stated that there are several Islamic values that can build the charisma brand, such as; to show the good brand in the market, like; purity and benefits, honesty and consistency, justice, and goodness. This value is able to provide a strong meaning that is not only good from an Islamic point of view but also global branding of *sharia*. This is what makes the Branding Team strive for the UIN Sunan Kalijaga brand which is introduced to the public cannot be separated from Islamic values as an Islamic university. Bahtiar Alfian said:

Don't let it happen that one day our students take a photo and it turns out that it's not true in their environment. So it's just that she's wearing a headscarf, she's beautiful, it's not just like that, so the branding is until we know her background. Indeed, outside of that she wears the

hijab, recites the Koran and all kinds of things, so in the photos we produce, yes, she is like that.

Bahtiar's statement is in accordance with theory that a symbol containing aspects of purity, honesty, and kindness will provide a much stronger meaning not only according to the views of the Islamic community itself but also the global community. The use of the sharia branding concept by the Branding Team at this brand recognition stage is to show what it is not only seen in the facts but through promotions made, so the news published must be in accordance with the current situation.

The concept used by the Branding Team does not stop at the compatibility between the institution fact and the brand, the subject used as a model, and the location of taking photo background. The information embedded is, also of course, in accordance with the actual state of UIN Sunan Kalijaga without any gimmick that traps public perception. Through this activity, the Branding Team hopes that the values conveyed to the community will properly and correctly be interpreted. This the researcher found in the advertisements published by UIN Sunan Kalijaga in the admissions of new students in 2018. As the photo shows, it is as follows:



Picture 1 : The Lecturers of Psychology Faculty with religious environment



Picture 2: Green and comfortable Campus as Promotion Media

In the photo of UIN Sunan Kalijaga, the researcher found a match with what was previously described by the Branding Team where the information conveyed through this advertising media was to inform the real UIN Sunan Kalijaga. It can be seen that the core value is shown as one of the university's identities. The campus atmosphere is beautiful, comfortable, and cool as well as equipped with disabled access to make students feel at home studying. The lecturers who appear in simple clothes and are full of Islamic values. Researchers also did not find a gimmick that traps people's perceptions.

The method of brand recognition carried out by the Branding Team was also found by instilling the values of UIN Sunan Kalijaga in every event held, so it could be more easily recognized by the public. At this stage, the Branding Team made several efforts to introduce the brand formed by holding events, publications and news through the media. As stated by Mahyudin:

Yes, that's right, yesterday we had a workshop that invited all PR of PTKIN throughout Indonesia, many of whom came. There we introduced UIN as a university that excels in the integration of science and religion, with what? Yes, by providing materials and training related to modern science, but we will see it from an Islamic perspective

The event held by the Branding Team with the theme of State of Hinger Islamic Education (PTKIN) Public Relations Syari'ah Branding Towards Cyber Public Relations was held on April 10 to 13 2018. This implementation was attended by 70 PTKIN PRs throughout Indonesia which was held at the Cavinton Hotel Yogyakarta. This event became the first activity of UIN Sunan Kalijaga in on the brand physical activities involving the masses, brand recognition activities are also in the form of communicating through the media, such as releases, news of activities, and advertisements. Sodik also conveyed the same thing regarding activities in order to introduce the UIN Sunan Kalijaga brand, namely:

Then, for example, every time we upload an event, it is an effort to show that UIN is part of the local, national and

international community. So our activities have a local level, it can be UIN or DIY, National and International. Now it can be part of branding that we are an important part of society. Besides that, we have Suka news, we have a magazine, Jurnal Aljamiah. From there we continue to show that if we have Aljamiah tablets that are in the Scopus ranking, we will continue to show and tell stories.

The researcher found this statement also in accordance with what was conveyed by Hasbullah:

We work closely with the media, TV newspapers, along with the Najwa Narrative which was attended by 5000 people. So we increase branding. Telling the public, oh UIN has this, you know, UIN also has that, you know. Then we communicated this brand with us through several meetings, especially leadership meetings. That's why every time there is an activity there must be news. That's part of the continuous membrane.

The statement submitted by the four sources, the writer found the way s how the product can become a familiar in the eyes of the public. One way is to introduce the brand and to keep bringing up the same brand on different occasions. This is the same as embedding the brand in the minds of the public. To get the attention of the public, the Branding Team simultaneously displayed the brand of UIN Sunan Kalijaga both verbally and non-verbally. Brands that are continuously heard or shown will will be better known and gain a position in the public minds.

Based on the data obtained, researchers can find out that the Branding Team carries out brand recognition activities at UIN Sunan Kalijaga by using the sharia concept, namely where the brand recognition process

is carried out without any manipulation, both in terms of institutional conditions to the model on brand campaigns and published news. The process of brand recognition is carried out by providing an understanding of the values of UIN Sunan Kalijaga in every activity carried out by UIN Sunan Kalijaga.

The use of the branding concept based on Islamic law is also a form of conformity with the brand values of UIN Sunan Kalijaga which the Branding Team wants to convey to the public. This step is taken in order the community can be interpreted in its entirety and minimize any brand discrepancies that are communicated with the existing situation. So, the value of the brand delivered can be fully accepted by the community.

People will tend to pay more attention to different things. Something unique and new tends to encourage people's curiosity. The Branding Team in carrying out imaging using the sharia concept saw the tendency of community enthusiasts, the majority of whom were Muslims. At this stage, the Branding Team communicated UIN Sunan Kalijaga as an excellent and leading university in the integration of science and religion. This is the differentiation of UIN Sunan Kalijaga which is highlighted by the Branding Team. So, highlighting the differentiation of Islamic values owned, UIN Sunan Kalijaga is able to be recognized by the public.

2. Brand Preference

At this stage the brand owned by an institution has become a consumer consideration, so when faced with two similar brands, the agency's brand is able to coexist. The challenge faced by UIN Sunan Kalijaga is when consumers can change their decision by trying to enroll in another university that is more attractive to consumers. Something new tends to encourage the curiosity of consumers to start considering the product. (Kennedy, 2006). To reduce risk, the Branding Team must be able to identify anything that can affect brand consideration by consumers. Therefore, the efforts made by the Branding Team to maintain consumer decisions must be even greater. As said by Mahyudin

So, how about this branding, we want to show that UIN Suka is then able to become a kind of strong institution in giving meaning to Islam *that is rahmatan lil alamin*. Peaceful Islam so if other people talk about Islam, it's UIN, which UIN? Yes, UIN Sunan Kalijaga. So this is one aspect, for example, there was the term Shari'a to show that we are not an ordinary university because we have Islamic aspects.

The same thing was conveyed by one of the senior lecturers in initial KN;

Yes, this is not talkative, but I mean we will continue to introduce UIN as a religious campus. Inclusion, you know. So this is not identical like *halal* food, but we allow inclusive campuses so there are people with disabilities, you know, there are people of different religions who can study here, like that. That's an example.

Based on the exposure, this differentiation is considered important because it is one of the efforts to instill the values or characteristics of a brand compared to other brands. UIN Sunan Kalijaga which is an Islamic religious-based university does not discriminating. As Sodik said, Islam brought by UIN Sunan Kalijaga is *rahmatan lil alamin*, which means grace of the whole world. This is why in the core value of UIN Sunan Kalijaga there is inclusion, namely being open and friendly. This is where UIN Sunan Kalijaga is located to differentiate its brand.

It is the strength of the UIN Sunan Kalijaga brand that will be used by consumers as a reference in choosing the desired university. Where each consumer has different preferences so that educational institutions in this case need to show the superiority of their brand to consumers. But it doesn't just stop there, the Branding Team needs to make efforts to maintain the presence of the UIN Sunan Kalijaga brand in the market to increase product promotions to a higher level. (Kennedy, 2006) This effort can be done by differentiating and strengthening the brand as described previously.

In the discussion of sharia branding, this brand reference is strongly influenced by the demand for Islamic products from consumers. Where it was conveyed by Temporal that today, the Muslim community has a tendency to have brands that have Islamic values. This is due to the high awareness of consumers to choose Islamic products because they

are considered safer. Of course, this trend will have an impact on consumer preferences for a brand. Of course, this phenomenon is recognized by the Branding Team and is used as an opportunity to compete in the market.

The differentiation highlighted by the Branding Team in the membrane of UIN Sunan Kalijaga is by carrying out its Islamic values ranging from the academic system in the form of scientific studies to a management management system that uses the basics of Islamic law. Sodik states:

Then we all pursue accreditation, both national and international. So that's what we want to be a World Class University in the field of Islam. Why was it chosen? Because it is our strength.

Through this presentation, it can be said that UIN Sunan Kalijaga have strength in the Islamic field because it begins with the history of UIN Sunan Kalijaga, the oldest Islamic university in Indonesia. The track record has made it has more experience than other PTKINs. In another word, it can be said that Islamic studies are UIN Sunan Kalijaga's strength.

The statement made by Mahyudin and Sodik is supported by Kennedy that companies always make new innovations, improve quality and appearance, and an effort in order that consumers do not switch to other brands (Kennedy, 2006). World Class University is a university class standard on an international level. Currently, many universities have started to enter at

this global level. PTKINs throughout Indonesia are currently also preparing for this stage.

UIN Sunan Kalijaga took the first step as a pioneer university that combines scientific studies with Islam. The differentiation of UIN Sunan Kalijaga here is taking aspects of Islamic studies that are used to advance in preparing international class standards.

As said by the informants above, UIN Sunan Kalijaga is the first PTKIN which is ready to become a World Class University in Islamic Studies. This explanation is in accordance with Neumiere who stated that differentiation is one of the functions of branding where a product will be different from its competitors. If a university has a strong brand, it can be easily distinguished from other brands. (Neumiere, 2003). This differentiation step was taken to maintain and strengthen the brand position that had previously been attached to UIN Sunan Kalijaga. Because at this stage of brand preference, consumers tend to compare brands with similar qualifications.

In Indonesia, there are a total of 58 PTKIN under the Ministry of Religion, including UIN Sunan Kalijaga. So it can be said that UIN Sunan Kalijaga has 57 competitors. Of the 58 PTKINs, UIN Sunan Kalijaga is in the top 3 (three) positions competing with UIN Syarif Hidayatullah (Jakarta) and UIN Mulana Malik Ibrahim (Malang) which are both accredited A. So consumers have a tendency to compare these three PTKINs. This is where the role of the Branding Team is to maintain the position of the UIN Sunan Kalijaga

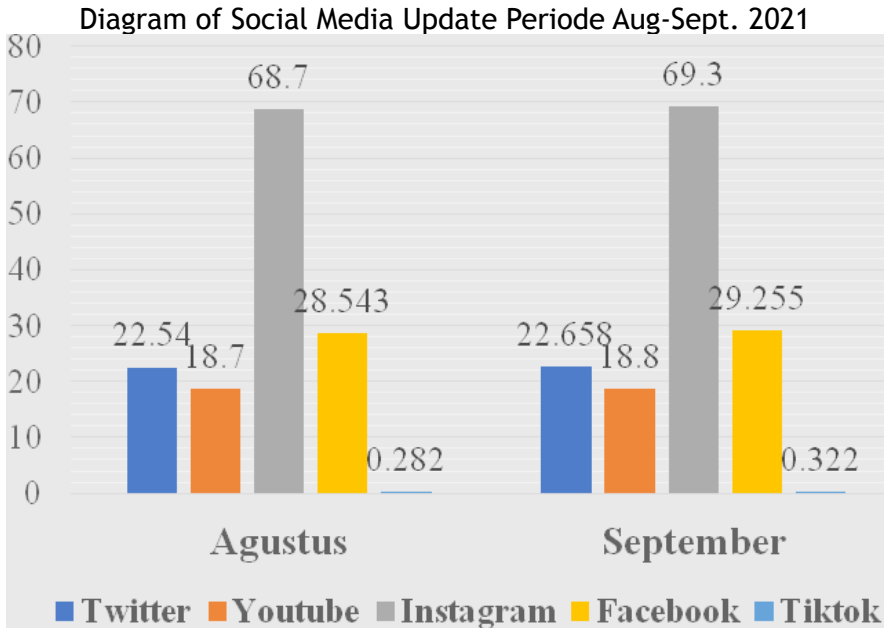
brand in consumers so that they cannot be replaced by others.

According to Kennedy, things that can be done to maintain consumer preferences are through publications (Kennedy, 2006). The Branding Team made, in maintaining consumer preferences of UIN Sunan Kalijaga, several improvements through their social media accounts. Here is the development of social media followers.

Table of Followers Development
through Media Social Official UIN Sunan Kalijaga

No.	Media	Account Name	Year of Create	Followers in 2018	Followers in August 2021
1.	Instagram	@uinsk	2016	4000	68,7K
2.	Twitter	@uinsk	2011	6000	22.554K
3.	Fanspage Facebook	@UINSK	2011	28.873K	58,4K
4.	Youtube	UIN Sunan Kalijaga	2014	-	18,7K
5.	Tiktok	@uinsk	2020	-	301

Picture 3, Social Media Development
Source: Bestpractice Mahyudin



Picture 4, Social Media Advantages
Source: Bestpractice Mahyudin



Picture 5, Choosing colour as PR Identity
Source: Bestpractice Mahyudin

The interviewee's statement was supported by Temporal that the digital era allows consumers to easily access various devices. And the opportunities obtained will certainly be much greater because of its wider reach than mainstream media. Temporal's use of

social media is used as an effort to generate long-term relationships with consumers. (Temporal, 2011) This is also what the Branding Team uses to maintain its brand position as an excellent and leading university.

In accordance with Temporal's statement, the Branding Team needs to maintain people's preferences through social media because currently social media is one of the tools that can become an easily accessible intermediary to communicate with the public. UIN Sunan Kalijaga must be able to listen and interact to build emotional relationships with the community, especially the academic community. Currently the Branding Team has improved the social media content, so it is more active and friendly to its visitors. The interaction between users and admins is now getting better. Because through managed well social media, it will be able to leave a good impression for people who visit the UIN Sunan Kalijaga page.

Based on this statement, the researcher found that currently social media is chosen by the Branding Team in maintaining consumer preferences for UIN Sunan Kalijaga. Because, social media is considered to have a wider scope and is easier to access than mainstream media and more flexible with content that can be adapted by UIN Sunan Kalijaga needs. Through this explanation, it can be said that brand preference stage is more effectively carried out by using new media. In addition, it is also used to share links related to the news of UIN Sunan Kalijaga in addition to conventional media and the web.

The table and pictures shown above show an increase in the number of followers of the @UINSK account which is the official account of UIN Sunan Kalijaga Yogyakarta. Improvements in social media content also look better compared to previous years, as stated by Rama. Social media accounts have become more active in providing posts, both information and just greeting their followers. It was also used by the Branding Team to see people's preferences for UIN Sunan Kalijaga.

The process of the Branding Team in maintaining consumer preferences by continuously communicating is in accordance with the concept of sharia branding which is based on the prophetic nature of the Prophet Muhammad SAW, namely *tabligh* which literally means communicative. (Temporal, 2011). The nature of *tabligh* is interpreted as the way the brand communicates with consumers. The personality of the brand can be seen from the way how it is delivered. It is delivered by warm, friendly, and professional words to adapt the characteristics of the brand. This is in accordance with Mahyudin's statement

Had ever a problem, a post on Twitter recently greeted with the sentence "hello guys". Why does UIN use "hello guys". It's just that crowded. Yes, it should be adjusted. In the end, public relations used cool, non-provocative language in accordance with the inclusive UIN Sunan Kalijaga. In addition, it can also be seen through the appearance of the academic community. Must be adjusted.

Through three sources, it can be explained that verbal brand communication and the visual appearance in the sharia branding concept used is also very concerned. Of course, these symbols will be able to represent the personality of the UIN Sunan Kalijaga. From here, consumers can also judge so that every aspect of UIN Sunan Kalijaga's branding must be consistent. So this will automatically have an impact on consumer preferences for UIN Sunan Kalijaga.

At this stage of brand preference, the Branding Team performs brand differentiation in maintaining consumer preferences. This differentiation is also done by UIN Sunan Kalijaga in order to compete in the market. By having a different and strong brand, it will not only get attention but reach the preferences from community. The method chosen by the Branding Team in maintaining its brand preference is to use social media by re-activating the account. This is done as a form of reminder to the public about the UIN Sunan Kalijaga brand. This activity is based on the sharia concept promoted by the Branding Team which is in accordance with the communicative nature of the proselytizing.

In the branding process of brand preference stage, there were irregularities where the researcher found that the Branding Team did not work systematically by creating the content on an ongoing basis. This is not in accordance with the way branding works, which should be done on an ongoing basis. So, there was a shift in function where this team was initially formed

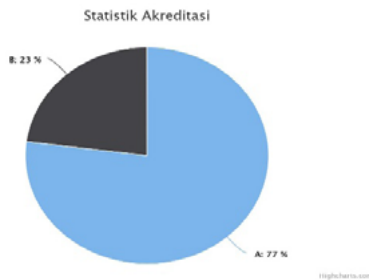
as a form of prevention, but it turned into assistance work of university. This happens because of the structural barriers faced by the Branding Team was formed to encourage public relations performance.

3. Brand Instance

At this stage of Brand Instance, consumers already have a unanimous decision to consume products from a brand. This unanimous decision was taken on the basis of past experience. When consumers feel that the product they choose is much better than similar products, it means that this brand belongs to the stage of brand insistance. Satisfaction obtained from consuming products on a brand causes the growth of trust in producers who produce quality products. (Kennedy, 2016).

At this stage, the work of the Branding Team is to ensure the university quality. Here, consumers still have a tendency to switch to other brands when the experience they get with the chosen brand is not appropriate. At the PTKIN level, a proof of quality can be seen through BAN-PT accreditation which is a national level accreditation. Currently, UIN Sunan Kalijaga has been accredited A as a National education institution. Standard A means that UIN Sunan Kalijaga has met the standards of an excellent university. This is evidenced by the latest accreditation certificate, namely in 2018 UIN Sunan Kalijaga again received A accreditation. Of the 61 departments at UIN Sunan

Kalijaga, 77% have been accredited by BAN-PT with Superior and A ratings, while 23% have B ranks.



Picture 6, Percentage of Major Accreditations
Source: www.uin-suka.ac.id

In addition to national accreditation, UIN Sunan Kalijaga has also been verified by ASEAN higher education standards through AUN-QA (ASEAN University Network Quality Assurance) which is the standardization of universities in the ASEAN region. UIN Sunan Kalijaga has been a member of AUN-QA since 2016 until now. This status shows that the quality of UIN Sunan Kalijaga at the ASEAN level has been recognized and verified. The statement that the resource person explained can be supported through the AUN-QA certificate that they already have.



Picture: 7 Certificate of AUN-QA
Source : www.uin-suka.ac.id

Based on the presentation above, it can be explained that the most important thing at the brand insistence stage is to improve the quality aspect of University. This statement is in line with the concept of sharia branding used, because ensuring the quality of higher education is one of the efforts to show the university suitability to consumers, in order that it will be accepted.

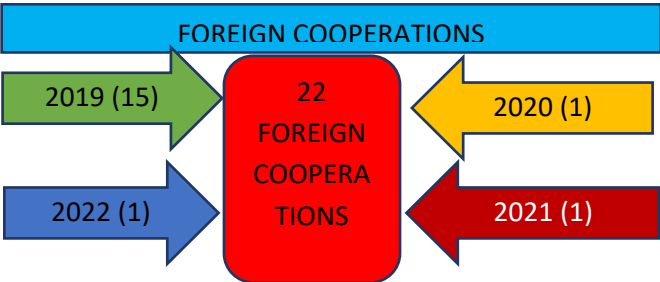
As previously, UIN Sunan Kalijaga is very vulnerable to the news related to demonstrations, radical and secular issues. Moreover, the problem of UIN Sunan Kalijaga became more prominent when there was a veil policy which had caused pros and cons and criticism from several communities. As stated by Mahyudin and Sodik, brand insistence stage starts with fixing internal problems. The university successful was again shown by the Branding Team.

This statement is in accordance with what was conveyed by Temporal in Islamic Branding and Marketing that branding does not only mean showing the good side but also how an institution works professionally, adhering to the values of truth, honesty, and trust. This statement can be used as a basis that the Branding Team in evaluating UIN Sunan Kalijaga is not just giving jargon and gimmicks, but rather showing the public that UIN Sunan Kalijaga is indeed a superior and reputable university. This brand insistence stage is more about the Branding Team maintaining the brand by adjusting reality to expectations, so that both the community (internal) and the public (external) feel comfortable and have high guarantees. This statement can be used as a basis that the Branding Team in evaluating UIN

Sunan Kalijaga is not just giving jargon and gimmicks, but rather showing the public that UIN Sunan Kalijaga is indeed a superior and reputable university. This brand insistence stage is more about the Branding Team defending the brand by adjusting reality to expectations, so that both the civitas (internal) and the public (external) feel comfortable and have a high level of assurance that the good is when the brand is communicated to the public. This is where the Branding Team plays a role in branding UIN Sunan Kalijaga to the brand insistence stage. Mahyudin conveyed external work.

We cooperate with the media, TV newspapers, along with the Najwa Narasi which was attended by 5000. So we increase branding. Telling the public, oh UIN has this, you know, UIN also has that, you know. If it's the newspaper, it's all. If it's TV, it's from ADI TV, TVRI. Sometimes we also have media visits.

The cooperation carried out by UIN Sunan Kalijaga is local, regional and international. During the last 4 years, there have been 19 overseas jobs that this university has built.



This collaboration with the media is in order to build trust and good relations between institutions and the media, so the Branding Team hopes that the

media will also be able to report on the achievements of UIN Sunan Kalijaga which will later be able to eliminate the negative stigma of society and replace it with a positive one. Currently, the UIN Sunan Kalijaga brand that has been awakened in the minds of the public is no longer in contact with inappropriate labels. So little by little, the position of the UIN Sunan Kalijaga brand has reached the brand insistence stage.

In accordance with the branding function at this stage of brand insistence, UIN Sunan Kalijaga has been able to act as a market controller. The market will be easily controlled by a strong brand. The brand will be a warning for its competitors to take every step it takes, besides that the public will be easily given additional information with the brand that is remembered by them.

In accordance with the explanation, UIN Sunan Kalijaga until now has had its own market share. This can be seen through the number of new student enthusiasts who come from Islamic boarding schools and Madrasah Aliyah. This is shown through several school that visit to UIN Sunan Kalijaga, and it is certainly recommended by their students. This phenomenon shows that prospective new students already have an interest in choosing UIN Sunan Kalijaga as their place to study.

Based on all the data,, the Branding Team tried to eliminate the labels previously pinned at UIN Sunan Kalijaga, such as campus demos and issues related to radicals and seculars. This effort aims to maintain the

public's decision in choosing UIN Sunan Kalijaga. This is done by improving the quality of the university itself, and opening a collaboration with the media which can help university branding.

The decisions made by consumers are, at this stage, very influential on the brand position. The brand built by the Branding Team is in accordance with what consumers want. As it is known, consumers who choose UIN Sunan Kalijaga are Muslim. Of course, the character that must be displayed by the brand must be in accordance with the facts. So, UIN Sunan Kalijaga is able to become a market controller according to the classification of its consumers.

Until now, the Branding Team has carried out its duties by providing innovation, ideas, and assisting in dealing with problems that cannot be handled by public relations alone.

4. Brand Satisfy/ Lovely Brand

This stage shows that the brand has become the consumers trust, and they will tend to be loyal if the products consumed are in line with expectations. Brands that have entered the brand loyalty stage are when consumers repeatedly consume its products. Brand loyalty describes a positive attitude and makes purchases of the brand repeatedly. This is the highest stage of the brand campaign, because the branding carried out communicates can fosters consumer trust. This is in accordance with what was described by Mahyudin:

Previously, UIN had already traditional values. Because this UIN is an innovator, then UIN is the first one, so he is not a follower, so he already won at the beginning. So, even though it's as big as UIN Jakarta is, with all their abilities by looking at UIN, they are already inferior. For example, compared with human resources.

Through the presentation of Rama and Bahtiar, researchers found that at this stage the values of UIN Sunan Kalijaga are actually mature. The Branding Team is only trying to maintain these traditional values so that people still have a good stigma at UIN Sunan Kalijaga. In order to maintain the brand value of UIN Sunan Kalijaga, the Branding Team strives to maintain consistency between what is said in accordance and the reality by using sharia principles. Branding that is done in the right and honest way will provide greater opportunities for trust, especially by Muslim consumers. So, consumers feel, in this case the academic community, more comfortable and safe when they are at UIN Sunan Kalijaga.

Based on this explanation, it can be interpreted that brand loyalty is defined as the degree to which students have a positive attitude towards UIN Sunan Kalijaga, so they are committed and tend to continue their studies in it. Besides that, the stage of brand loyalty also reaches consumers to suggest their relatives or people around them to choose it. According to Kennedy, this stage can be said to be like a company creating millions of sales for free.

Alumni are one of the factors that can affect the brand of UIN Sunan Kalijaga at the stage of brand loyalty. The trust built in the consumers minds towards a brand will provide its own advantages, because consumers will directly recommend the goodness of the brand as it is. Mahyudin believes that most prospective students get university recommendations from alumni. Both those who have graduated from university and those who have not. This is what Kennedy means that this stage of brand loyalty is able to create millions of sales for free. Confidence, quality, experience, information, and prestige of a product will be embedded in the brand. So, consumers will have a tendency to be loyal to the brand. (Neumeier, 2003)

Through the presentation above, the researcher found that UIN Sunan Kalijaga is basically at the brand loyalty stage, it is seen from the position of previous alumni in increasing the number of new students. Here, the Branding Team plays a significant role in maintaining this brand's position. At the previous stage, the problems faced and negative stigma attached to UIN Sunan Kalijaga had also been handled.

According to the writers, maintaining a brand position is more difficult than building it. The Branding team believes that this membrane does not take a long time. Therefore, the Branding Team targets the emotional aspect, by adjusting to the values of the previous university to consumers. As it was explained

earlier that the purpose of branding is to embed brand value in the public minds (Kennedy, 2006).

UIN Sunan Kalijaga is believed being mature and the Branding Team is only trying to maintain it. This is because UIN Sunan Kalijaga has become a pioneer of universities that combines science and religion. Here, UIN Sunan Kalijaga has won in the historical aspect. According to the Branding Team, UIN Sunan Kalijaga brand still has, so far, a position in the minds of consumers, that's why UIN Sunan Kalijaga's value is good. Mahyudin said that the branding team is not yet independent, it is still to be part of Publik Relation.

The Branding Team is, however, still not able to work optimally due to some unsupportive bureaucratic obstacles, especially the problem related to the budget. Due to UIN Sunan Kalijaga is a state institution, Budget Plan (RAB) was arranged at the beginning of the year, and Branding Team was just adhoc team, so it does not have independent budget but the budget depends on public relations. On the other hand, public relations at UIN Sunan Kalijaga is still a part of the AAKK section. It means that public relations is still a small part of the university's bureaucratic system.

This condition is influenced by several factors that are systemically difficult to change. These factors include the internal team, bureaucracy, and budget. The factor coming from internal team is to the first handicap to optimally work, several team members do not fit or understand branding. In turn, some activities being carried out only consist of one or two

people. On the other hand, branding requires a better effort.

The next factor is related to university bureaucracy which has an impact on the team's budget. As explained by the previous informant, the branding team is a non-structural institution, so it does not get a budget allocation. Meanwhile, public relations already has many activities using the existing budget. Here the Branding Team was hampered from being able to innovate and looking for a way out to partner with private and state agencies.

As said by Mahyudin and Sodik, branding is one of the efforts to minimize the embedding of unaccordance labels with the university's core values, so the positive values of the institution are more elevated. The Branding Team is trying to eliminate the inappropriate predicate of UIN Sunan Kalijaga and replace it with an achievement or virtue that is owned by UIN Sunan Kalijaga. This is in line with Temporal (2011) that branding functions is to avoid the perception gap between the actual brand and public perception. In carrying out branding, the Branding Team cannot be separated from the vision, mission and core values of UIN Sunan Kalijaga.

All activities carried out within the scope of the university must, of course, be in line with the vision - mission, goals and core values of the university. So, it does not only the brand that is continuously voiced and strengthened, but also how in fact University is in accordance with the public.. This is evidenced by the

courses given in each department, especially in the general science department, not apart from religious studies.

Therefore, the branding carried out by the Branding Team refers to the sharia concept and based on the *Al-Qur'an* and *As-Sunnah*. The branding carried out does not only prioritize branding work which is limited to external exposure, but also the essential aspects. This is what UIN Sunan Kalijaga uses as the basis for the university's branding concept. So, the brand that is built targets the emotional aspect of the community.

The brand built by the Branding Team offers ways how the university can to provide the right meaning to the institution, such as applying Islam as *rahmatan lil 'alamin*, building an inclusive, integrated, and interconnected university without specific explanation. By this strategy, UIN Sunan Kalijaga can build a strong brand position, so the reputation of the university can be maintained.

E. Evaluation

An assessment of the implementation of the PR program in achieving the school's image have to be also performed. So, the PR practitioners can know how far these activities have been carried out well. The following is the interview with Mahyudin:

The university publication activities went on smoothly. All campus residents are actively involved in public relations program. Then, the divisions that support the success of public relations activities consist by all parties.

From the statement above, it can be understood that the evaluation of PR activities in achieving the university image is running according to the target. Because, there were several influencing factors, like the involvement of school community in activities to build the school's image. Then the two sub-public relations became their own strengths in the success of the public relations program activities. The data above is strengthened by interviews with Bahtiar:

As far as I can see, the university's imaging activities are running smoothly. From planning and implementation in the field, there are not many obstacles. Then we carry out various activities, both publications in offline and online media as well as collaborative activities with the community and stakeholders.

The data above is strengthened by Mahyudin's opinion.

All teams involved in university branding have worked with targets set by the PR manager. The PR team, lecturers, and students are very compact and enthusiastic in implementing the program set before. This cohesiveness that we must maintain in order to maintain and enhance the positive image of the institution.

From the statement above, the writer concluded that the evaluation of PR activities in building the school's image went effectively. PR manager, practitioner, and university residents work together in implementing the established program. This means that all school members make cooperation to accomplish the objective work together.

Actually, there are several assessment methods to measure the implementation of the PR program carried out by UIN Sunan Kalijaga. They are observation, recording, research, and panels,

1. Observation

In the assessment method, the assessor makes observations to gather information. The observation is often done together with interviews, as these methods can complement each other. The basis of observational assessment is the understanding of the behavior performed with or without interpreting the signs of the psychological situation. Some observation procedures are usually also done to find out some procedures performed that are not taken seriously. Because, the observation is one of the most ancient and long-standing methods, especially in the basic methods of psychology. With the help of quantitative as well as qualitative research methods, observational assessment techniques can work well.

2. Recording

Recording comments, suggestions, community's opinions, from student staff members, parents, and community leaders is an effective method to see how the effectiveness of the program.

This recording has been carried out by various educational institutions which are equipped with adequate facilities and infrastructure, like; face-to-face, directly or indirectly, through tape recorders, radio stations, and so on. This recording

method use of radio stations located at educational institutions by opening on-line suggestions and criticisms through special events broadcast live.

3. Research by phone

Through research or tracking by telephone, assessor can see how parents or the community think about school programs, program articles or stories in school newspapers/school magazines, and so on. Sampling in this tracking is done randomly.

4. Panel

This method is often used by various educational institutions in an effort to solve various problems wrapped up in schools and then discussed with parents, alumni and the community to find solutions out. Through this method, it is possible to obtain in-depth opinions from panel followers about the effectiveness of programs carried out by universities, such as student guardian meetings either through conferences or in person.

5. Virtual Questionnaire (Google Form)

This method is in the form of questions posed to the students guardians in relation to various activities finished by the school or in the form of offering activities to be carried out. The goal is to find out how far the success of the school is.

This questionnaire is made in a practical way and easy to fill out, so they can be quickly filled out. This questionnaire is given to students' parents virtually or to the public who attend special activities held

by the university. UIN Sunan Kalijaga has always implemented a satisfaction level questionnaire for the academic community. Based on observations and documentation studies that researchers did, in 2018 based on a satisfaction level survey conducted by UIN Sunan Kalijaga, on average 80% of the academic community were satisfied with UIN Sunan Kalijaga. This amount was obtained by the researchers through the 2018 AIPT pocket book, which is as follows.

Tingkat keymuasan mahasiswa terhadap layanan fasilitas						
Pernyataan	STP	TP	AP	CP	F	Sa
Ketersediaan buku-buku dan literatur di perpustakaan	3,13%	1,04%	3,13%	21,88%	44,88%	25,92%
Pemrosesan komputertisasi pada perpustakaan (perpustakaan digital)	4,12%	0,00%	1,00%	16,49%	42,27%	36,18%
Persediaan laboratorium yang lengkap dan canggih	4,26%	4,26%	7,45%	34,04%	38,30%	15,86%
Ketersediaan laboratorium komputer, software dll bertangung dengan baik	4,21%	3,16%	6,32%	31,50%	42,11%	15,79%
Biayanya sesuai yang bersih, rapi dan nyaman	6,12%	0,00%	3,09%	23,71%	45,36%	23,71%
Ketersediaan kelas (OHIP, meja, kursi, papan tulis dll) berada dalam kondisi yang baik	6,17%	0,00%	3,13%	22,92%	43,83%	23,96%
Adanya pusat kegiatan mahasiswa (Student center)	4,17%	1,04%	4,17%	22,92%	36,36%	29,17%
Ketersediaan lapangan dan fasilitas olahraga	4,21%	3,16%	8,42%	34,78%	37,89%	14,74%
Kemudahan akses yang disediakan tempat makan yang bersih, enak dan harga yang terjangkau	4,26%	4,26%	9,57%	36,17%	34,04%	15,86%
Biayanya dan pelayanan sesuai standar, baik, sesuai, etc, tidak di remehkan dalam jumlah yang dibutuhkan	6,17%	1,00%	3,13%	24,78%	42,27%	23,71%
Kemudahan memperoleh informasi tentang layanan pekerjaan di informasi pusat layanan karir	4,40%	6,59%	13,18%	36,46%	32,95%	10,90%

Picture 8: an Example of Questionnaire Evaluation

F. The Branding Implication Toward University

The functions of PR management at UIN Sunan Kalijaga in achieving the good image that has positive implications for the institution. This picture service of evaluation impact is proven by the increase of prospective new students, especially at the doctoral level, and university competitiveness. The increase is inseparable from the role of public relations. Because all

public relations work program activities lead to achieving a positive perception.

The positive image of the university that is recognized by internal and external stakeholders has positive implications in increasing students' enthusiasm. To maintain it, PR of UIN Sunan Kalijaga work professionally, starting from planning to evaluating activities. The Head of PR is responsible verbally and documentation to the university. Because, the task of PR is to create a public opinion based on mutual trust and awareness of shared needs.

Then the positive image of the school also has implications for the competitiveness of the university. The university competitiveness is the picture of how an organization and its human resources control the strengths of their competencies in an integrated manner. The competitiveness of UIN Sunan Kalijaga can compete both academic and non-academic achievements.

However, the branding efforts made by PR in increasing the gross enrollment rate of students have encountered obstacles caused by the corona 19 pandemic. This has also caused decreasing new student interest at UIN Sunan Kalijaga, especially in undergraduate (S1). However, at the master's and doctoral levels, there has been an increase. This decline is more severe in private campuses. The rising unemployment rate and the declining income of parents of students (coupled with the number of campuses that have not been able to run online lectures properly) have led to a reduction in the number of new students this academic year.

Raihan, Chancellor of the Jakarta Islamic University (UIJ) and also the Secretary General of the Association of Indonesian Private Universities (APTISI) Region III in Jakarta, said that the number of declines in applicants varied, the severe ones fell from 50 to 90 percent. The National University and Jakarta Islamic University in Jakarta, for example, experienced a decline of about 20%.

Raihan added that the impact was even worse, especially on private universities (PTS) and campuses with a small number of students. If I follow APTISI webinars throughout Indonesia, the result is almost half of PTS in Indonesia which have a student drop rate of more than 50%] continued Raihan. This decline in the end caused various universities to experience a decrease in income. The financial problems experienced by higher education institutions in Indonesia are part of a reflection of the conditions suffered by the education sector during the pandemic. Many schools starting from the Kindergarten (TK) level in areas prone to COVID-19 have decreased the number of students and have had to cut tuition fees.

In this paper we spoke with rectorate officials at three campuses to understand how the higher education sector responded to this problem. (the conversation, 2022). The following is a graph of UIN Sunan Kalijaga fans 2018-2021 (excerpted from Bestpractice Mahyudin)

Graphic of New Magister students



Graphic of New Doctoral students



THE PR MANAGEMENT OF BRANDING IMAGE AT UIN RADEN MAS SAID SURAKARTA

A. The Function Of PR UIN Raden Mas Said Surakarta

The function of Public Relations of UIN Raden Mas Said Surakarta is to support management in achieving the institute's goals with communication as its main activity. The targets of PR activities are internal and external publics, with the aim of fostering harmonious relations between the institutes and its publics with the aim of creating a positive image, good will, mutual respect, mutual understanding, tolerance between the two parties concerned and so on.

Thus, UIN Raden Mas Said Surakarta is an Islamic university that is able to manage relationships with its stakeholders, such as staff, lecturers, employees, students, alumni, community, government, press media, parents of students, etc., so that through good and strategic relationships it can achieve the institute's goals realistically.

1. Public Relations Duties of UIN Raden Mas Said Surakarta

- a. Coordinate with related bureaus, faculties, institutions and units to manage information to the public

so that the existence of UIN Raden Mas Said Surakarta can be optimally exposed and more widely known.

- b. Responsible for building mutualistic cooperation with all media so that the overall exposure of UIN Raden Mas Said Surakarta can run optimally.
- c. Coordinate and plan all activities with the media and external parties in a more creative and sustainable manner.
- d. Coordinate and plan all publishing media organizers in order to realize quality media at UIN Raden Mas Said Surakarta and bring out the image, intensity and reputation of UIN Raden Mas Said Surakarta.
- e. Coordinate, determine work mechanisms and monitor website and social media activities at UIN Raden Mas Said Surakarta so that from time to time it becomes better.
- f. Coordinating, educating and establishing internal relations with students, UKM (Student Activity Unit), employees through various forums so that it can be accepted by internal stakeholders.
- g. Coordinate and plan a study of the protocol activities of UIN Raden Mas Said Surakarta so that it runs better.
- h. Planning and carrying out activities that lead to the realization of the identity of UIN Raden Mas Said Surakarta through the creation of attributes, symbols, or signs characterized by UIN Raden Mas Said Surakarta for internal and external interests.

- i. Print the results of all the news that has been published on the <http://uinsaid.ac.id> website in the form of "Sinar" magazine once every 3 months.
- j. Promoting UIN Raden Mas Said Surakarta through campus expos and activities that enhance the image of UIN Raden Mas Said Surakarta.

2. Job Description of PR Division

Implementing P R at UIN Raden Mas Said Surakarta has, in 2018 until now, been handled by seven divisions, the first is the head of the P R and publications section, which is in charge of leading and responsible for the running of the P R program. The second is the web and its relation to the media that run all public relations online media publications, such as websites, facebook, fanspage, twitter and instagram. The third is photography, which relates to documentation of public relations activities for material to be published. The fourth is graphic design, which is in charge of all design matters for the purposes of the Institute in Public Relations programs. The fifth is Journalists, who handle all reporting on the activities of UIN Raden Mas Said Surakarta to be published to the public through online PR media. The sixth is the Protocol, which is in charge of accompanying the activities of the Rector of UIN Raden Mas Said Surakarta and ensuring the continuity of these events are well organized.

The Head of the PR and Publication Sub-Division, Gozali, mentioned the duties of each division that handles P R UIN Raden Mas Said Surakarta:

a. Website and Media Division

The task web and media division is providing services to the public, both internally and externally through information published on the website, facebook, fanspage, twitter and instagram. As the executor of P R, the web and media division provides information to the public for the existence of UIN Raden Mas Said Surakarta. In addition, this division also maintains good relations with stakeholders such as providing fast response services to people who want to know information about UIN Raden Mas Said Surakarta.

b. Photographer Division

In this executor, the photographer is in charge of documenting all forms of public relations activities at UIN Raden Mas Said Surakarta., such as photos in the news, campus expos, institutional visits and also for other documentation needs.

c. Graphic Design Division

In this division, the Public Relations officer of UIN Raden Mas Said Surakarta is in charge of designing for the purposes of the PR media as well as the university itself.

d. Journalistic Division

In this division, the P R Division of UIN Raden Mas Said Surakarta has two members whose duties are to cover the activities organized by UIN Raden Mas Said Surakarta and serve students who want to provide news on their activities. This executor is also tasked with filtering news that will be pub-

lished in online media in order to maintain the image of the Institute.

e. Protocol Division

In this division, the Protocol is responsible for the Rector's activities of UIN Raden Mas Said Surakarta so there will not be misunderstandings about a good image being created. For example, the Protocol's task is to accompany the Chancellor's activities, to check before the event going on, like technical equipment (microphone, sound, and chairs) that will be used. by the Chancellor, and monitor the course of the event as it takes place. (Kusnianto, 2022).

The activities carried out by the PR of UIN Raden Mas Said Surakarta are very important to get a better image, but the implementers of the division are still lacking in human resources (HR) for PR members in their implementation and the facilities they have are not yet complete (Ahmad Nugroho, 2022).

B. Planing

In an institution, public relations has an important role in improving the institution image. In improving the image, PR requires planning which is part of the management function needed to achieve the goals of the institution. PR has the task of planning work programs as an effort to improve the image.

Based on the data obtained through interviews with the public relations sub-section of UIN Raden Mas Said

Surakarta about the planning of public relations work programs as explained by Kusnianto.

For the work program plan, we are always active to share what UIN Raden Mas Said Surakarta has on social media. Then create content that makes people know UIN Raden Mas Said Surakarta. In addition, we also cooperate and embrace several mass media and online media.

Based on the description above, then it was strengthened by Rudi as the head of the public relations subdivision of UIN Raden Mas Said Surakarta regarding the public relations work program plan, namely:

“At the beginning of the year, we had special targets, especially on social media, adding followers to making videos that introduced UIN Raden Mas Said Surakarta and what we did there. We are the spearhead, of all activities, we are the ones documenting, conveying, and announcing anything out there. we cooperate with media, such as online and print.

One of the public relations plans to improve the image is by optimizing the website and social media of UIN Raden Mas Said Surakarta which is managed by public relations. In managing websites and social media, a plan is needed so that the information published is directed and systematic. This was explained by Zaenudin.

“As we know that the website has just been remake. However, we feel that there are still many things missing on our website, so we want to plan an upgrade in terms of appearance, website fonts, and so on. For social media such as Instagram, Twitter and Facebook, we have to post activities that are interesting and filtered from activities at the university. So we don't all agree to be published.”

One of the plans or programs that can improve the image of the institution is to show assets, this was conveyed by Suwarno, "We plan to show assets owned by UIN Raden Mas Said Surakarta, for example a new building. It can be used as material to make videos that can improve the image of UIN".

The fact are based on the interview above, strengthened by observing the information published on social media, and the website of UIN Raden Mas Said Surakarta. It is also strengthened with website photo documentation. So, the writers concluded that public relations planning in improving the image of UIN Raden Mas Said Surakarta is by making a public relations work plan program. PR work programs in improving the image are as follows:

1. Optimization of website management by strengthening website content so that it can be accessed by the public properly
2. Development of social media content to suit the current development of digital media
3. Optimizing the news of UIN Raden Mas Said Surakarta in the mass media and strengthening the network with the press
4. Documenting the activities at UIN Raden Mas Said Surakarta.

PR work programs are more emphasized on websites and social media for publication and image enhancement. The target of the website and social media is prospective new students in accessing information at UIN Raden Mas

Said Surakarta. The website and social media have been well planned in order to provide precise and accurate information about UIN Raden Mas Said Surakarta. In news publications, public relations strengthens collaboration with mass media targeting the wider community so that it can improve the image of UIN Raden Mas Said Surakarta.

C. Communication-Action

As a public relations officer at a university, Kusnianto is aware that he must always try to maintain the image of the university in order to retain the trust of the community. The activity carried is identifying the image as desired by the community. The process of forming this image will eventually produce certain attitudes, opinions, responses or behaviors towards universities.

PR at UIN Raden Mas Said Surakarta is a higher education institution that further enhances efforts to build communication between institutional officials and lecturers and employees. If there are problems among employees, especially in terms of violating the rules, PR will try to bridge it by deliberation and coordination with the ranks of their superiors. As explained by Kusnianto below.

So, if there is a problem with structural personnel, for example, the SDS staff are lazy to work, we coordinate with the personnel department how to deal with it, we solve it, we coordinate with the leadership. If there is a problem with the lecturer, that's also the case, so we coordinate the work problem, both structurally and functionally, we coordinate with the personnel department, later it will be in the form of a warning or

letter, the warning can be written or verbal, yes, the role of public relations is also very important there

According to Dozier and Broom, (1986), this task is in line with one of the tasks of PR, which is the role of PR who is recognized as an expert so that he is trusted to provide solutions to every problem. An experienced and highly skilled PR practitioner can help find solutions in solving public relations problems.

PR of UIN Raden Mas Said Surakarta also plays a role in building communication between institutional officials, lecturer, and employees. Building relationships between institutions and the external public is also a program that continues to be pursued. UIN Raden Mas Said Surakarta often collaborates with outside parties, in addition to promoting the institution, also to obtain benefits for the progress of the university. UIN Raden Mas Said Surakarta in its activities always tries to hold events with internal parties to build a good image.

The PR party is also creative to continue to contribute to bridge various deadlocks of internal relations between institutions with various activities. In relation to external parties, UIN Raden Mas Said Surakarta also holds various activities that involve external parties, and these activities are considered very helpful in raising the image of the university itself. As Rudi confessed.

As an effort to build intimacy between leaders, lecturers and employees, PR also often bridges creative programs by holding various refreshing meetings in various places. UIN Raden Mas Said Surakarta is an institution that really cares and pays attention to harmonious relations both

in the internal and external public spheres. A pleasant and harmonious work atmosphere is believed to have an impact on improving the performance of workers and the quality of UIN Raden Mas Said Surakarta. There are several activities designed to improve interpersonal communication on campus.

These doer activities did initially not know each other, but their relationship has slowly become more and more intimate. This is in accordance with the Social Penetration Theory, which states that the relationship between two or more individuals develops from a shallow or non-intimate origin to more personal or intimate. According to this theory, the interaction passes through four stages which are analogous to the onion skin layer, namely, the first skin layer is orientation, the second skin layer is affective and exploratory, the skin is the exchange of affective stages, and the fourth skin. It is stable exchange.

UIN Raden Mas Said Surakarta pays attention to internal public, especially for students. The kinds of university attention is, among others, the program of providing scholarships, just like other universities. With this scholarship, family students who are categorized as underprivileged, and barely continue their studies can graduate and succeed in obtaining a bachelor's degree. As explained by Kuniyanto

With all that is in Uninus, from the activities described above to providing scholarships to students who excel or are underprivileged, it finally makes the image of UIN Raden Mas Said Surakarta become good and is considered positive by its internal public.

Based on the research, the role of PR in creating the image of universities prioritizes social obligations and develops in-depth scientific studies. Even, the academic community and the wider community are still taboo on things that come into contact with practical economic considerations. Sometimes it is said to be taboo if the orientation of higher education is more financial, not scientific. This narrow opinion certainly limits the space for higher education institutions to become very elite and exclusive (Muktiyo, Widodo, 2002).

Because of tight competition, is very important for a university to build positive image in the community. Building the image should use human approach, not by community approach. To answer it. P R can use its functions and works. This view is as stated by Al Rise, (2003) that the phenomenon of PR at this time is something that makes sense. Because the presence of PR is needed in every organization and institution at this time, especially in higher education.

Based on the data obtained, the role of PR at UIN Raden Mas Said Surakarta is a to improve the image that emphasizes marketing (promotional) activities aimed at the target market. One of the imagings carried out by UIN Raden Mas Said Surakarta in creating a good image for customers is to produce achievements along with the progress that has been achieved. This can be seen from the facilities and infrastructure that really support students in lectures. For its own external image, UIN Raden Mas Said Surakarta has been known in the

national and international arena. This is based on the achievements that have been achieved (reported by Kusnianto)

This can be seen from the certificate of recognition of the ISO 9001: 2015 standard, for UIN Raden Mas Said Surakarta. Based on the results of interviews with public relations counselors, UIN Raden Mas Said Surakarta is a good university in the external eyes, because the campus often carries out several activities that include external parties and this is very helpful in raising the image for the institution, because it will build emotional ties that lead to ties of interest.

Picture 1: ISO Certificate



Source: (<https://lpm.iain-surakarta.ac.id>)

This is in line with the analysis stated by a PR counselor (Cutlip, 2001) who explained that PR is the boss's job, which is to build and maintain strong ties with important groups that are needed by the organization so that it can grow and develop.

So the focus of PR UIN Raden Mas Said Surakarta is to facilitate adjustment and maintenance in a social system that provides social and physical needs. In an effort to attract market attention, PR conducts promotions through print and electronic media as well as visits to schools to further introduce the institution to the community, with visits to schools there will be interaction with the target

market, so that a two-way communication relationship will occur.

Building relations with the school has been carried out by Public Relations of UIN Raden Mas Said Surakarta, who explained by Mahendra Gustaf that he and students participated in MAN expo events in Blora, Sukoharjo and Pacitan as a promotional event. I asked for their ID line so they could continue to inform the University. This is because schools are the basis for higher education, from there prospective students will determine the choice of universities to enter. So a good and intensive relationship needs to be established as long as they still want new student admissions at the relevant university (reported by Zaenudin).

According to (Marston in Kasali 1994) Public Relations is the art of making your company liked and respected by employees, consumers and distributors. The art of making the company we represent can be liked by internal and external parties. Based on the data in this study, UIN Raden Mas Said Surakarta uses mass media to build relationships with internal and external parties. The mass media is widely used by the university as a strategy to publicize the university so that it is liked by the public.

All this is done because cooperation with the media will produce a fairly high frequency of publicity, and the effect of this high publicity will have an enormous influence on the formation of public opinion in a relatively short time (Rosady Ruslan, 2005). Newspapers, magazines, radio, television and social media platforms

are the mass media that are widely used by UIN Raden Mas Said Surakarta. As stated by Hidayatulloh:

In this case, the Public Relations of UIN Raden Mas Said Surakarta approached the mass media in order to get support, with the aim of conveying information contained on campus in the form of feature articles, photo captions, news releases, press conferences, special events, etc.

Promotion which is a priority emphasis of UIN Raden Mas Said Surakarta is to promote alumni relations and the strength of social networks because this campus has a clear market segment, even the ratio between prospective students who register and those who are accepted reaches an average of 1:3. The Head of Public Relations of UIN Raden Mas Said Surakarta is one of the public universities that has fantastic interest from prospective students. UIN Raden Mas Said Surakarta for 4 years has always received an award from the Ministry of Religion because the interest of students is ranked first nationally at the IAIN level (Rudi, 2022)

D. PR Strategies In Building Image

Higher education is formed because it is pursued and does not come by itself. Public relations is one element that functions to create the image of the institution, not only creating but also maintaining that image. A PR must have a strategy and many tips in building the image of the institution. According to Tedjo, strategy is a framework or method that integrates organizational goals, policies and actions or programs. (Tripomo and Udan, 2005).

There are several strategies carried out by Islamic universities, namely; publicity, cooperation, exhibition and sponsorship strategies. Publicity activities at UIN Raden Mas Said Surakarta are carried out with a strategy of building cooperation with the mass media. The University considers that the mass media is an effective mouthpiece in conducting publicity related to various events at UIN Raden Mas Said Surakarta, the publicity is presented in various forms such as; feature articles, photo captions, new releases, press conferences, special events, or in other forms.

In conducting its publicity, UIN Raden Mas Said Surakarta uses social media accounts which are also quite complete, such as facebook, twitter, line, path and website, so that it can make it easier to convey news about Unisba activities. Unisba Public Relations believes that “marketing is a conversation” so that the use of social media is believed to be very important and vital. In conducting publications, strategies and using engineering tactics should also be considered to attract the attention of the audience, so that it will create profitable publicity (Roslan, 2003).

P R of UIN Raden Mas Said Surakarta does not cooperate formally with the media, but it also tries to publish events and activities in the mass media by giving notifications to journalists, even many of them deliberately stay on campus, especially students from the Faculty of Da’wah and Communication.

The formation of an institutional image will be supported by cooperation with external stakeholders,

namely with other universities, companies, community organizations or related company agencies, and this has been done long ago. The cooperation with other universities is carried out by UIN Raden Mas Said Surakarta with the Universities of Malaysia, Thailand, the Middle East, and the Philippines in the issue of student exchanges, research collaborations and visiting professors. The student exchange participants until 2022 are as follows.

Picture 2 The Data of Foreign Students

Nama	NIM	TTL	Prodi
Aneesah Kasor	143221332	Songkhla, 28 Sept 1995	PBI
Huwaina Lohramae	143221333	Yala, 17 Okt 1995	PBI
Paisal Minadaoh	143221335	Phatthalung, 01 Juli 1995	PBI
Muhammatrusalan Sama	143221336	Yala, 11 Juni 1995	PBI
Alee Abusi	141111020	Yala,08 Okt 1994	IAT
Machi Jehsor	141111017	Yala, 07 April 1992	IAT
Aslahudeen Lohka-a	141111016	Narathiwat, 23 Juni 1994	IAT
Makusairi Waedotong	141211112	Narathiwat, 28 Maret 1991	KPI
Aeisoh Tohi	161121032	Narathiwawat, 09 Sept 1998	IAF
Hade Hwangchi	163231044	Saudi Arabia, 01 Maret 1997	SPI
Sooraida Ma'saman	173111136	Yala, 10 Juni 1998	PAI
Nurhannan Mamu	173221181	Yala, 19 Juni 1998	PBI
Pasiyah Tahe	173151072	Pattani, 15 Agustus 1998	TBI
Soraya Sibuh	173221180	Songkhla, 31 Mei 1998	PBI
Lisa Sada	183211133	Yala, 06 Sept 1996	SI
Niyuraida Che-useng	183211134	Narathiwat, 22 Okt 1998	SI
Sumaiyah Nima	183221324	Narathiwat, 07 Nov 1997	PBI

Muhammadfaosan Chewae	183151111	Pattani, 20 Sept 1998	TBI
Maryam Hayisamaeng	183211132	Pattani, 25 April 1998	SI
Husna Lateh	183221321	Pattani, 31 Mei 2000	PBI
Bukhoree Kuday	183151109	Yala, 31 Des 1999	TBI
Wilda sueree	196151097	Yala, 05 Agustus 1999	TBI
Miss Nurhasnah Paehnaeh	196121245	Pattani, 11 Oktober 200	PBI
Miss Sofia Yaten	196121247	Pattani, 22 Juni 2000	PBI
Miss Afnan Dareng	196121248	Pattani, 23 Oktober 2000	PBI
Mr. Masukiplee Kuru	196151098	Narathiwat, 09 Mei 2000	TBI
Mr. Kuhashir Kunoh	196121249	Yala, 28 Februari 2000	PBI
Niasfan Che-useng	192111273	Trang, 19 April 2000	HES
Marlon B. Cortez	185231290	Balut Island, Sarangani, Davao Del Sur Filipina, 22 September 1998	PBS
Reymond M.Macpal	185231289	SARANGANI, 30 Januari 1999	PBS
Ailyn Maharung Sarapil	183221269	Norala South Cotabato, 10 Juni 1997	PBI
Sitihaja Mombas	183221268	Glan, Filipina, 12 September 2000	PBI
Hasria Maharung Sarapil	196121250	Norala, 03 Juli 1999	PBI
Sanny Eriman Mombas	193131111	Burias, 05 Oktober 1998	PIAUD

Source : Kabag Akademik 2022

Public Relations of UIN Raden Mas Said Surakarta as well as the two universities also consider that cooperation with other institutions is very necessary, especially to build the interests of the institution. As explained by the Head of Sub-Division of UIN Raden Mas Said Surakarta, the role of PR in building the image of the institution

is to build relationships that will be very useful for the university's image.

The cooperation carried out by UIN Raden Mas Said Surakarta is mostly done with universities within the Ministry of Religion, although sometimes collaborations are also done with universities under the Ministry of Education and Culture as explained by the Head of the Public Relations Sub-Division, Kusnianto.

These collaborations with outside parties are usually bridged or commanded by certain parties, because UIN is under the Ministry of Religion, the Ministry of Religion itself conducts it. Meetings are also often held with other universities such as Sebelas Maret University, Muhammadiyah University of Surakarta, and other universities in Solo.

Based on the above explanation, the researchers concluded that collaboration with other institutions is very important, especially to support the success of the programs that have been planned. The strategy for forming the image of UIN Raden Mas Said Surakarta in terms of sponsorship is carried out in various formal academic events, such as through KKN programs, community service and activities done by students that are directly related to the community. As for scholarship sponsorships, UIN Raden Mas Said Surakarta often receives cooperation programs with various companies, such as the Djarum, Gudang Garam, Supersemar, BI, BRI, BCA, Bidikmisi scholarships, the City Government Bawaku scholarship, provincial government scholarships, and reward regularly awarded by the Ministry of Religion, namely scholarships from the state.

The steps taken by UIN Raden Mas Said Surakarta in managing branding image include 4 steps, namely brand campaign, brand recognition, brand preference, and lovely brand/brand satisfy. Below are the 4 steps of branding carried out by PR, as follows:

1. Brand Campaign

In conducting a campaign for a brand, UIN Raden Mas Said Surakarta has determined what will be campaigned that must be in line with the vision and mission of the University. Before carrying out the campaign, the public relations party must know what kind of brand will be presented. Starting from the identity, vision and mission of the brand.

A marketing campaign is a strategy to promote several aspects of a business, such as increasing brand awareness and getting feedback from consumers. In other words, a marketing campaign is not the main marketing strategy of a brand. Instead, it is only a small part of the overall marketing strategy. Some examples of marketing campaigns are applied to the moment of washing a brand's warehouse at the end of the year, moments of various holidays, and so on. Usually, marketing campaigns are carried out using various media depending on the purpose, ranging from email, flyers, billboards, TV, radio, PPC to social media.

Here is an example of building an institutional image by using banner media, both virtual and printed.

Picture 3. Flyer



Source: <http://uinsaid.ac.id>

Kusnianto said that the socialization of the institution name or university is still very important. This is because there are still many community members who do not know that in Solo there is a state campus called UIN Raden Mas Said. As he said.

When I was on public transportation, I was often asked about my workplace, when I answered that I worked at UIN Surakarta, they asked me again, where is the campus, public or private. This is the danger. Because the people around the city of Solo don't all know UIN, let alone people outside the city. This phenomenon inspired me to collaborate with the transportation service to put up a billboard/billboard with the name of UIN Raden Mas Said on signposts in strategic places. Now, there are four directions, namely at the Bangak intersection, near the Kostrad Mess, the T-junction of the Hajj Dormitory, and the Kartasura statue.

What happened to Kusnianto and UIN Raden Mas Said Surakarta regarding the name of the university is very unfortunate and this happens in almost all Islamic religious colleges which are still relatively young. That's why public relations are very aware of the benefits of this billboard.

The benefits can be obtained by the university through the installation of this billboard. Among others relate to promotional activities which can of course be carried out more easily. In addition, the reach of the advertisement is quite broad, because anyone who sees it indirectly already knows the product or service being promoted earlier. By using advertising sales and the marketing process, it can certainly be done more easily.

Because the billboards are generally located on the highway, anyone who sees the billboard can certainly find out the various types of products and services offered more easily, so that the marketing process can reach the wider community wherever they are. Not only with the sale of services made through billboards, but people or consumers who want them can place orders more easily and don't have to bother visiting campus directly.

Zaenudin explained that the last benefit of using billboards is increasing prestige or popularity. The more people know about your products and services, the more popularity they will have. Even the level of consumers owned by universities can increase and be wider in accordance with the popularity of the services they have.

Promotions coordinated by public relations also include the use of financial services that can be utilized by students through the Cita Fund. Danacita is a financial technology company whose mission is to expand access to education in Indonesia through

affordable higher education and training financing. Danacita itself has collaborated with more than 90+ higher education and training institutions in Indonesia.

The collaboration held by Danacita and UIN Raden Mas Said Surakarta is to hold a tuition fee bailout program for new students and active students so that tuition fees can be paid on a monthly basis. Here are some reasons why students should apply for and take advantage of the Danacita bailout program for tuition fees at UIN Raden Mas Said Surakarta. (interview with Kusnianto, 2022).

2. Brand Recognition

PR of UIN Raden Mas Said Surakarta in carrying out an activity based on the vision of the state university brand. Positioning according to Andi M. Sadat Sadat (2009) is a branding activity where the brand has a special place in the minds of customers or the public and hopes to be top of mind when people need something related to the field of the brand. PR realizes that positioning is something that must be continuously communicated through various activities that are appropriate and consistent with positioning, where this will help a brand exist in the minds of the public. Judging from the vision and mission of UIN Mas Said Surakarta, the positioning of becoming a university that will lead to a world class university without leaving local wisdom and based on research and local resources is quite clear.

PR UIN Mas Said Surakarta and the entire academic community want to create a university brand as when someone is shopping at the mall. The illustration of the brand recall at the mall is described by the Head of Section, Rudi, as follows.

Look, we have a dream when a prospective student wants to study in Solo, the connotation is UIN. Although this level is still the lowest of one's awareness. As an example; Do you know Pepsodent? "You know, it's a toothpaste brand, right?" The implication of brand recognition is that it becomes important when someone is at a point of purchase, such as someone in a supermarket. Brand recognition will help people believe in the products offered, especially when consumers are faced with a choice between our (major) product and a product they have never heard before. At the same time, they may remember that some of our competitors' products also have brand recognition, but make sure to add value to our products so they can move on to the next stage.

As a realization of the image formation, Kusnianto, the public relations manager, had the idea to design a student residential complex in one village, all of which are inhabited by students of UIN Raden Mas Said Surakarta. So, when people hear about the village, the name UIN will appear. This method is, according to him, a powerful medium in shaping the image of the institution.

In addition, the public relations of UIN Raden Mas Said Surakarta also provides full back-up to the formation of branding images through accreditation of study programs and universities. In this context Rudi explained.

We start with coordination. So, the coordination for the work that will be started from the analysis. After the analysis, it will be known that the planning will be carried out in detail like this, carried out at this time, the costs, opportunities, challenges and obstacles are analyzed and then implemented. After that, there is a stage called reporting and accountability. All such sections conform to 8 National Education Standards

From the explanation above, the researcher can conclude that in order to achieve B accreditation, the university forms an institutional accreditation team led by the Quality Assurance Institute to conduct a SWOT analysis, then a self-evaluation of the 8 National Education Standards is carried out to see the institution's achievements. Then, from the self-evaluation conducted by the university, it can be used to improve the university in the future.

From the explanation above, it can be explained that in order to maintain the institution's accreditation or even want to increase its ranking, UIN Raden Mas Said implements several strategies. First, management of quantity and quality according to (SOP) Standard Operating Procedure). Second, improve employee competence, encourage lecturers to do research and write articles in reputable journals, and soon become professors.

However, the efforts made found obstacles in carrying out the steps to achieve these targets, among others; there are still some lecturers and employees who still understand the main tasks and functions according to the service standards that have been set

by the national education standards body. So that in carrying out these steps not all carry out their duties properly.

To overcome obstacles, the university takes two steps, namely by giving rewards to lecturers and employees who excel and are disciplined and give punishment to those who are not diligent and undisciplined. As the results of the following interview with the reward and punishment of teachers is expected to raise awareness of teachers in carrying out their duties. The reward is not in the form of a monetary prize but in the form of a certificate of appreciation for disciplined and outstanding teachers. Then the first punishment here is in the form of a warning to the teacher and if it continues, it will face the principal and will then be discussed in a meeting with the lecturer.

Picture 4, Accreditations





Source: <http://uinsaid.ac.id>

For study program accreditation, UIN Raden Mas Said Surakarta has managed to make a very proud achievement, because 10 of the 22 study programs have been accredited with an A rating.

Achieving ISO 9001:2000 certificate is the first step to improve the quality of education services and achieve international recognition. To achieve the certificate use several steps. In this case, the researcher conducted an interview with Kusnianto.

If I see it from management theory. Total quality management has four steps, namely: plan, do, check, and action. So there is planning, there is implementation, there is evaluation, and there is improvement after the evaluation. This is what all the sections try to do with a total of 42 sections. So, if for example, how do you implement those four, that is, on an ongoing basis, so don't expect a program that was good last year as long as it's analyzed later that it's not good, it might be deleted this year.

In these stages the evaluation is carried out continuously and if any discrepancies are found, the program will be removed and vice versa. From the efforts made by the university, it has produced ISO

9001:20015 and IWA 2:2007 certificates. The following is an image of an ISO 9001:2015 certificate at UIN Raden Mas Said Surakarta.

Picture 5, ISO



Source: <http://uinsaid.ac.id>

In carrying out brand recognition, UIN Raden Mas Said Surakarta goes through several processes. Research in preparing a plan is needed as a first step, you need to know information related to what the company need. For example, you can search about what consumers want, what makes your product different and attractive, and what makes your product competitive. Second, make decisions about what consumers expect from university products. For example, the opening of an Islamic psychotherapy study program, which is becoming a trend in society. The target consumers of the study program are practitioners in hospitals who really need this competency.

Making a brand plan is not something that can be created suddenly, a careful planning is needed so that the brand can run as desired. If the implementation fails, the cause of the failure must be analyzed and then look for mitigation for improvements in the future.

Furthermore, in creating a product identity and verbal, it is necessary to think about how to communicate the product to consumers in building

brand recognition. In this regard, UIN Raden Mas Said Surakarta has created a visualization of university identity in the form of an attractive logo that is full of philosophical meaning. Logo of UIN is a representative form of the university's brand identity which is designed to be easy to remember so that consumers will feel familiar with the University.

The next step taken by UIN Raden Mas Said Surakarta is to build a community. Reported from informans, building a community is a very good step in Brand Recognition. UIN Raden Mas Said Surakarta has built a small community that can make it easier to carry out word of mouth promotions. This community will be able to advance the university's products and brands.

There are many communities owned by students. According to Rudi, UIN Raden Mas Said Surakarta alumni relations are spread across various regions in Indonesia and abroad. Alumni scattered in various regions have a bond in which they are joined from various institutions. This alumni association was formed by students and the campus called IKANASKA (Ikatan Keluarga Alumni IAIN Surakarta). So, this is what makes people see a lot and UIN Alumni are already widely spread in various regions in Indonesia. And especially for alumni who become students at various outside campuses, they form an alumni bond that is.

Rudi said that the alumni scattered in various regions and various names of alumni associations

were an alumni association that had various kinds of intellectual deepening activities. However, the alumni relationship with the university still needs to be improved so that it is fully optimal, because it is still facilitated by the alumni meeting itself. UIN Raden Mas Said Surakarta acts as a motivator for students.

Based on the results of the interviews above, researchers can conclude that the need to provide motivation to students who want to continue to higher education levels. With the motivation given by the alumni, it is hoped that they can grow the confidence of students who initially feel inferior and confused to determine their further studies.

3. Brand Preference

PR of UIN Raden Mas Said Surakarta also brings new innovations by opening study programs based on the large number of market demands. At the age of half a century, this state university brand continues to carry out various strategies that can improve its existence as a state university towards a world class university. There are several steps taken by the P R of this institution, especially on the internet network.

a. Website Analyzing Periodically

As a Public Relations practitioner, according to Rudiantoro, it is necessary to make detailed observations about the website used in order to clearly understand how the website is able to build the image of the institution. PR of UIN Raden Mas Said Surakarta has carried out periodic analyzes

related to the use of websites as online media, what are the shortcomings, the impact of publications, and how to mitigate them. IN Raden Mas Said Surakarta, usually these student communities are formed based on their regional origins. However, the community formed by the University and being the mainstay in promoting the institution is the Alumni community.

This analysis is carried out once a month when PR evaluates its work programs, the analysis is not only carried out in observations but also continues to monitor how many visitors to the website. As stated by Mr. Ahmad Nugroho:

We evaluate our work program once a month. This evaluation discusses what needs to be continuously improved in the Public Relations divisions. For example, what media and publications should look like on the website and how active and the number of visitors are.

From here we know that the role of P R is to always strive for the formation of a better image. By analyzing and evaluating the image of UIN Raden Mas Said Surakarta in the eyes of stakeholders, it will get better.

b. Updating Social Media Content

Public Relations of UIN Raden Mas Said Surakarta strives to make the content on the website or social media of the institution varied, the content presented and its form such as writing, pictures and also audio-visual in the form of video. The role of Public Relations in this case is very

important because as part of its management, it is to make the public interested in accessing the information and the information conveyed can be easily accepted and reached the public until it reaches the stage of recognizing, affirming, improving the brand, opinion and image of the institution by the public who access it.

Picture 6. Media Content



Source: www.uinsaid.ac.id

c. Website Optimizing

In managing online media there are processes or stages carried out by UIN Raden Mas Said Surakarta. They are in the process of implementing online media management, as from the beginning it was only a website with an intensity of use that was not yet active and managed by experts.

Ownership of the www.uinsaid.ac.id website existed before 2020, when IAIN was still there, but the website was not used properly, only existed. The reason is that there is no staff who manages the website until the Head of the Sub-Division of Public Relations and Publications Mr. Kusnianto, S.E has a vision and mission to maximize the website owned

by UIN Raden Mas Said Surakarta, however, media management activities must run. It can be said that the website is used optimally within five years starting from 2014, said Kusnianto.

After the website is optimally running, the next is to analyze the website's performance. Whether the website is able to realize the goals to be achieved by the institution, then find out the shortcomings, and determine what the next steps are in taking action against existing deficiencies by implementing the goals that have been established.

d. Optimizing Social Media Platform

For social media, UIN Raden Mas Said Surakarta has been around for a long time such as Facebook, fanspage and twitter, while for Instagram it's new in 2019, and all of these media are actively accessed except for the fans page which has just been updated again. This recognition was initiated by Ahmad Nugroho as the website and media division. In this context, Public Relations seeks to maximize the performance of social media, in particular to optimize information through social media.

The selection of social media has its own background, such as the ease of publicity in re-publishing (re-share) for users, so users who are members can re-upload news or articles published by UIN Raden Mas Said Surakarta. As well as two-way communication formed on social media can help the public in answering doubts and concerns

about information obtained from issues circulating through sources whose existence is not clear.

For this reason, the PR of UIN Raden Mas Said Surakarta continues to strive in maximizing services on social media, so the desired goals can be realized as well as the establishment of two-way communication. This is a communication process formed reciprocally in it (feedback) or response when a message is sent by the communicator. The importance of two-way communication is the practice of public relations so that there is no misunderstanding of receiving unclear messages from the institution to the public. All public doubts and uncertainties about an institution can be answered when two-way communication takes place. If two-way communication is well established, the image of UIN Raden Mas Said Surakarta will be formed by itself.

So far, public relations activities in managing online media for websites and social media have not been going as well as they should. This happened because on the website portal owned by UIN Raden Mas Said Surakarta, there was no access to chat rooms, only contact persons such as phone numbers and emails were available. This means that communication on the website is still running in one direction because it still needs other media to communicate.

For future prospects, Kusnianto seeks two-way communication through the UIN Raden Mas

Said Surakarta website. He realized that it was important to do because the website had the most access compared to other online media. So far, the online media management activities of UIN Raden Mas Said Surakarta have not been running in two directions as it should be. The establishment of two-way communication can facilitate communication between the institution and the public. So, the impact on image formation will be easier to do.

For social media such as Facebook, fanspage and twitter, and Instagram, it has gone both ways, meaning that the public can directly provide feedback on the online media without the need for other media intermediaries, as is the privilege of social media compared to other online media. This is different from the website which is still running in one direction, because so far the public has submitted their responses via email and the latest is a fast response number. As stated by Mr. Ahmad Nugroho:

"This website is still one way system but there are whatsapp and email fast response numbers so people usually chat directly and then I reply. Even the fast response number, if I'm not busy at home until late at night, there are still chats I reply too because usually they chat to find out information that is very important for them, for example information when there is a scholarship selection or when new student admissions.

4. Brand Satisfy

Customers are the reason why a business continues. Without customers, to whom will the product be sold? So, it can be concluded that the customer has a very important position in the business. Therefore, every business must try to meet customer satisfaction.

Satisfied customers have a large percentage of returning (repeat orders). Those who feel that they are constantly benefiting usually become loyal customers, which means your business will grow. Satisfaction arises when customer expectations are proportional to the services provided, so it is subjective and everyone evaluates it in different ways.

According to Lovelock and Wirtz (2011: 74) "Satisfaction is an attitude that is decided based on the experience gained. Satisfaction is an assessment of the characteristics or features of a product or service, or the product itself, which provides a level of consumer pleasure related to meeting consumer consumption needs. Customer satisfaction can be created through quality, service and value. The key to generating customer loyalty is delivering high customer value.

Public Relations in collaboration with the Quality Assurance Institute has organized the preparation of a Stakeholder Satisfaction Survey Instrument for Management Services. This activity is a momentum after the transformation of IAIN Surakarta into UIN Raden Mas Said Surakarta which is expected to make this demand a superior standard. The event was held in the 4th Floor Hall of the Faculty of Adab and

Language, which was attended by the Chancellor Prof. Dr. Mudofir, S.Ag M.Pd as well as a number of Deans, Deputy Deans, and leaders of institutions and work units as well as management and members of the Quality Control Group of the Study Program Management Unit. Management. (Interview with Kusdianto, 2022)

Mudhofir said that a satisfaction survey should be conducted to ensure the implementation of quality assurance in various academic and non-academic services. The survey results are very good as an evaluation and basis for policy improvement. We must welcome the birth of UIN Raden Mas Said Surakarta with shared responsibility, important points in the implementation of the satisfaction survey instrument, namely, improving quality assurance governance, and service measurement standards which include; a. tangible, b. empathy, reliability and, e. assurance. The governance of satisfaction surveys should be carried out in a systematic manner with applications that are friendly and easy to use by stakeholders.

The same thing was emphasized by Agung Yulianto adding that the elaboration of quality standards based on indicators and descriptions of satisfaction assessment based on IAPS 4.0 includes; satisfaction through the measurement of cooperation partners, stakeholder satisfaction, student satisfaction, and graduate user satisfaction.

Picture, 6 Satisfaction Survey



Source : www.uinsaid

In addition to customer satisfaction surveys, UIN Raden Mas Said makes various efforts to make stakeholders feel comfortable. According to Rudi and Kusdiantoro, the steps taken are as follows.

a. Creating a Campus Conducive Atmosphere

Kusdiantoro said that the role of public relations at UIN Raden Mas Said Surakarta as an image maker has its own technique to form positive public opinion towards schools, especially the internal public. With a conducive atmosphere or conditions on campus, students and campus residents feel comfortable in carrying out their respective duties and obligations. With the comfort provided, they will tell stories, and give positive impressions to the public which ultimately benefit the university.

b. Excellent Service to the Public

Rudi, head of the administrative division, said that the form of service chosen by public relations at UIN Raden Mas Said Surakarta is one of the efforts

to build a positive image of the university. The services provided to customers will greatly affect the formation of the school's image.

It's not just how they market and persuade their products. However, excellent service provided to customers to be used as a practice model, then picked up, given services, entertained, and then escorted back to each department. At least, there are two things that can be concluded when observing the process of students seeking campus information by SMS, confirming, and clarifying.

First, marketing. Not only selling goods that require marketing, a service sale also sometimes requires marketing that must be right on target. Because, what is being traded is not a product in a concrete form. But a service, which not everyone believes in the services that we will provide. For this reason, it is our role as the academic community to promote or market UIN Raden Mas Said Surakarta so that it is better known, not only in Indonesia but also in other countries. This is in line with the mission of UIN Raden Mas Said Surakarta which will become an international university.

Second, excellent service. Not only excellent service provided by a service seller to customers, but also inflaming the nuances of conservation. If there is conservation of culture, art, environment, morals, it is necessary to realize the conservation of excellent service by various parties.

In line with Rudi, Kusnianto said that UIN Raden Mas Said Surakarta implemented a policy of excellent service from lecturers to students, from managers and officials to their subordinates, even excellent service from a parking attendant to parking lot users. Excellent service does not have to give everything extra to its clients, but giving a smile, friendliness, and an appropriate intonation when speaking is a form of excellent service that I'm sure many people agree with. You don't have to put on a "terrible" look, be rude, and have a high-pitched tone of voice (interview with Kusdiantoro)

Zaenudin dares to guarantee that if this is done, it is not impossible that a harmonization of the social environment that exists will add not only being a healthy, superior, also prosperous jargon. However, the event of harmony increasingly echoes UIN Raden Mas Said Surakarta as a conservation university in all fields. There is no need to be ordered, anyone in conserving the excellent service, but starting from ourselves, we should start conserving taste first from an early age. No need to look at who and what rank.

In serving students, Zaenudin explained several approaches used to make students feel more comfortable. Humanistic approach in serving customers is believed to be more impressive and will indirectly function as a promotional tool. The approach is as follows.

1. Personal Touch

The most basic need of a person is the recognition of his existence as a human being. The fulfillment of these basic needs will play a role in building student self-esteem and confidence. As educators, our main goal is to shape our students into adults and so that they can be independent. Rudi explained:

The first step taken to fulfill the basic needs is to convey words that can touch the student's personal side. This is an opening key, then followed by an efforts to establish communication. Here are some simple tips that Rudi does when serving students in making a personal touch. These expressions are given according to the incident, for example: 1, praising students with sincere words, 2 saying thank you at the right time without further ado, 3. treating students with a sense of humor, 4) asking our students' opinions, 5) answering questions all our students patiently, and 6) apologize if wrong.

2. Understanding Student Needs

An important task of educators regarding to encourage lazy students to learn and to increase students' desire to learn, so that students feel the need to learn. The spirit of competition can be use as one way to do this, among others, by providing “reward” or rewards systematically (day to day), both in terms of action rewards (such as praise), or prizes. One of the keywords that can be used to find out the needs of students is empathy. With the empathy we can understand what each of our stu-

dents really needs. Then we can take personal actions to better understand it. The main capital for this once again, is openness.

3. Handling student difficulties

In this regard, public relations at UIN Raden Mas Said Surakarta always try to play an active role in providing solutions to the difficulties faced by students. According to Kusnianto, the most frequent difficulties are academic problems, followed by financial problems. Furthermore, Kusnianto explained;

My cellphone is always on 24 hours to receive complaints, consultations and information from students. I realized this because many of our students come from villages so that information on campus cannot be read directly, especially during a pandemic, information is always provided virtually. In fact, students often express their academic problems.

From this explanation, it can be concluded that the PR of UIN Raden Mas Said has carried out communication functions and services to students. The friendly and pleasant service can have an impact on the formation of a positive image of the institution in the eyes of the public. So, when viewed from the theory of service, UIN Raden Mas Said has performed three service functions, namely: environmental service, development service, and protective service..

In addition, UIN Raden Mas Said in serving customers to build the image of the Institute has considered three main things, namely: caring for cus-

tomers, serving with the best actions, and satisfying customers by being oriented to certain service standards. So, the success of the excellent service program depends on the alignment of abilities, attitudes, appearance, attention, actions, and responsibilities in its implementation.

E. Evaluation

Evaluation is a measurement of the successful organization in disseminating the planned message to the targeted public, through specific activities, to achieve a predetermined relationship (Parsons, 2003). With evaluation, the PR manager can maintain the programs and the presence of the PR division within the company by demonstrating the value of the PR program to the company. Evaluation is also a management function which includes the ability to maintain the relationship between the organization and its stakeholders.

At the evaluation stage, PR of UIN Raden Mas Said Surakarta conducts an assessment of the results of work programs or other public relations activities that have been implemented, as well as the effectiveness of the management and communication techniques that have been used. The findings of the evaluation of the public relations work program are as stated by Kusnianto, as below.

1. Website media has decreased when viewed from the webomatrix survey. The website of UIN Raden Mas Said Surakarta has decreased in terms of the number of sites visited. This is due to the lack of upgrading

of the published information. In addition, the transfer of status from IAIN to UIN is a major factor in the decline in the webomertik ranking, because it cannot be directly migrated.

2. Social media has increased followers when viewed from the number of followers the previous year. Public Relations always provides positive information so that the social media of UIN Raden Mas Said Surakarta continues increasing in terms of content and followers.
3. Public Relations has a good relationship with the mass media, so the news published in the mass media is news confirmed by the PR and can be controlled.
4. Documentation of UIN Raden Mas Said Surakarta activities can be published quite well with inadequate human resources.

According to Kendall (1992), evaluation can be done through three categories to determine whether a public relations program is successful/effective, namely:

1. goal achievement, the extent to which the goals that have been set can be achieved.
2. measurement of improvement whether the situation has improved (public attitudes/knowledge).
3. measurement of result, namely evaluation of what has been made/produced by the public relations program, but not yet on the achievement of fixed goals.

The PR evaluation activity of UIN Raden Mas Said Surakarta aims to provide an assessment and improvement for the next public relations work program.

The evaluation activity carried out by PR is to analyze the results of the information that has been published through the website and social media. Based on the findings, several public relations evaluations were not in accordance with the evaluation theory, among others, the achievement of website media targets was slightly decreased, there was no measurement of quality results.

The measurement results is only based on the results in quantity. Apart from the evaluation results that were not as expected, several other achievements such as increasing the number of followers, interesting video content, and so on had exceeded the planned target.

According to the researcher, the process of monitoring and evaluating UIN Raden Mas Said Surakarta as a part of public relations management is very important. It means that the evaluation process is the final and first step of a program in public relations management, as well as. The process of monitoring and evaluation can also help public relations practitioners in seeing the bad event possibilities that will occur during the program of public relations management.

Furthermore, Rudi explained that the evaluation process can not only be a measuring point in assessing the level of success or failure of an expected program that can help a public relations practitioner to design the next public relations program. However, the evaluation process is a form of responsibility of public relations practitioners and also becomes the basis for decision makers in an organization to determine the steps of the organization (reported by Rudi).

From Rudi's statement, it can be seen that the public relations management process has no initial or final stages because all processes in public relations management are an interconnected entity. In line with Rudi, Baskin (2017) also said that public relations planning starts from evaluation. One part of the evaluation phase is monitoring. Monitoring means observing the progress of a program. At the end of the program, an overall evaluation is carried out and the results of this evaluation are used as the main information in determining the next program.

In the program evaluation stage, the assessment of the success of the program targets set is on the forms of community participation that are the targets of the program. Usually, this participation manifests a sense of ownership of objects that become or are considered as belonging to the community so that a feeling arises to care for and maintain facilities that have become programs. In this context Kusnianto explained;

The evaluation of the PR program is carried out at the end of each new student admission program. Prior to the evaluation, during the implementation of the program, monitoring was carried out by the person in charge of the committee once a week, "We have a briefing once a week on how far the program is going. The ones who are monitoring are vice rector 1 and the Head of Bureau to the implementing activities".

The function of measurement and evaluation is intended to determine the extent to which a program has been successfully implemented and then followed up with program development if possible. The success of

the program is determined by several factors, teachers, students, curriculum, facilities and so on.

Based on the description above, the researcher can conclude that the evaluation in the implementation of public relations programs in Islamic educational institutions is carried out for, 1 Obtaining the necessary information to increase the productivity and effectiveness of student learning and school development, 2. Obtaining feedback materials, 3. Obtaining the necessary information to improve and perfect the learning process in schools, 4. Obtain the necessary information to improve, refine and develop programs, and 5. Knowing what difficulties students experience during learning and how to find solutions.

One of the interesting things is what Kusnianto said that the public relations of UIN Raden Mas Said Surakarta in performing the evaluation was carried out objectively and created an atmosphere that was open, harmonious and accepting of various criticisms directed at school development efforts. With this approach, the evaluation carried out did not receive negative opinion from lecturers and employees.

Meanwhile, in the context of the institutional system, this evaluation is useful for system improvement. Rudi and Gozali agree that evaluation has three uses. Improvement of the system in the context of this goal, the role of evaluation is more constructive, because the results of the assessment are used as input for the improvements needed in the implementation of public relations programs in Islamic educational institutions

that are being developed. (interview with Rudi and Gozali).

1. Repair System

The evaluation is intended to examine within the system itself, because evaluation itself is seen as a factor that allows the achievement of optimal development results.

2. Accountability to the Government and Society

During and especially at the end of the implementation phase of the development of public relations programs in Islamic educational institutions, it is necessary to have some kind of accountability from the implementing parties to interested parties. The parties in question include both parties who sponsor the activities of developing the system, as well as parties who will become consumers of the system that has been developed. In other words, these parties include the government, the community, parents, education officers and other parties who participate in sponsoring the related system development activities on campus.

3. Determination of Follow-up on Development Results

Follow-up on the results of the development of the education system can take the form of answers to two possible questions: first, will the new system be or will not be disseminated? second, under what conditions and in what way will the new system be disseminated?

F. The Branding Implication Toward University

The functions of public relations management at UIN Raden Mas Said Surakarta in achieving an image have positive implications for universities, especially in increasing the number of students and the competitiveness of the institution. Student improvement is raising the level of students from year to year in a school.

The increase in students from year to year at UIN Raden Mas Said Surakarta cannot be separated from the role of public relations. Because, all public relations work program activities lead to achieving a positive image of the university. With a positive image of the school that is recognized by internal and external stakeholders, it has implications for increasing the number of students.

Picture 7, Data of New Students 2019-2022

2019-2020			
Kinds	Animo	accepteted	regrestation
Span	29.052	2.178	1.132
SBMPTN	19.596	2.331	3.461
Mandiri	2.113	422	344
Jumlah	50.761	4.391	3.807
Tahun 2020-2021			
Span	25.790	1.758	905
SBMPTN	9.881	2.651	2041
Mandiri	1.365	432	366
jumlah	37.036	4841	4.141
2021-2022			
Span	20.626	2.446	1.560
SBMPTN	8.841	2100	1.658
Mandiri	6.587	925	709
Jumlah	36.054	5.471	4.314

Source : Academic Devison

From the table, it can be read that the number of students who are accepted and continued with registration always increases. Indeed, there has been a decrease in interest from 50,761 in 2019 to 37,036 in 2020 and 36,054 in 2021. This decline phenomenon is due to the Covid-19 and occurs in all universities throughout Indonesia, both state and private universities. However, an increase in the number actually occurred in new students who were accepted and continued with regress. This indicates that UIN Raden Mas Said has dared to compete with universities around Solo, has high trust from the community, and the institutional branding has been formed.

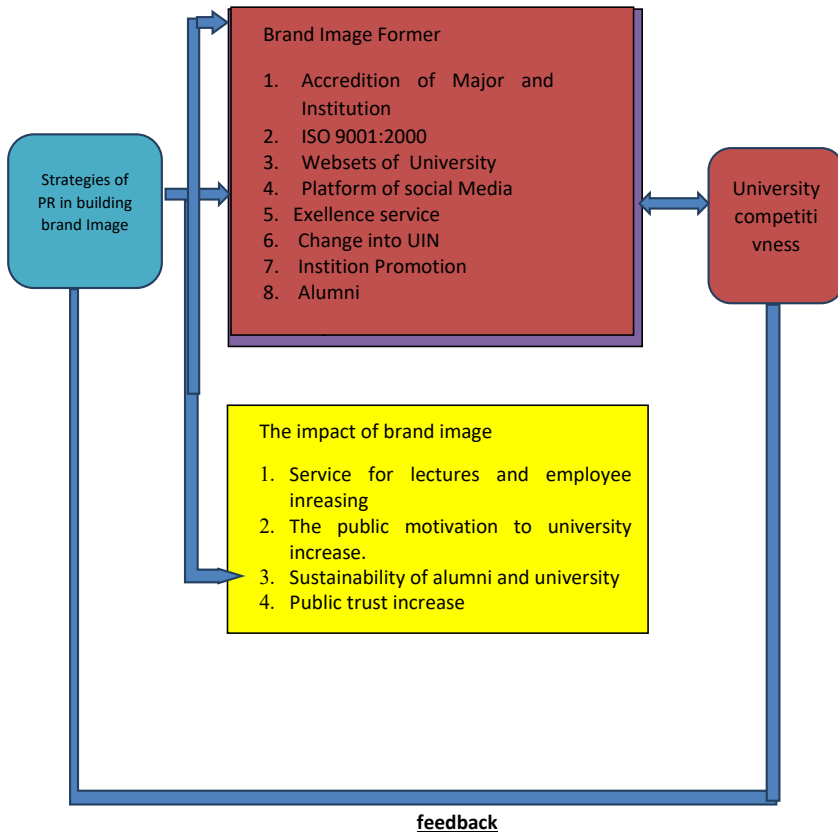
The large number of students owned by UIN Raden Mas Said Surakarta is an interesting thing. Because UIN is among previously well-known universities, such as UNS and UMS. To maintain this positive image, the public relations of UIN Raden Mas Said Surakarta works professionally from planning to evaluating activities.

The task of public relations is to try to create public opinion based on mutual trust and awareness of shared needs so that the public's impression of UIN Raden Mas Said Surakarta becomes positive. Then the positive image of the school also has implications for its competitiveness of the school. School competitiveness is a picture of how an organization and its human resources control the strengths of its competencies in an integrated manner to obtain profits.

Based on the data findings of UIN Raden Mas Said Surakarta regarding the implications of university image

in schools, it strengthens the theory of Syarifuddin S. Gassing and Suryanto which says that a good and strong school has the following implications: a). stable mid-and-long-term competitiveness, b). be a shield during times of crisis, c). become a reliable executive attraction, d). improve school effectiveness, and e). operational cost savings.

The conceptualization of research findings is as illustrated in the following diagram.



CLOSING

Public relations management related to branding starts from planning activities although it is still sporadic. The Branding Team has also been formed with the rector's decree in 2018, in the form ad-hoc. The planning made by PR is based on the vision, mission and priority scale of the university. The formation of the Branding Team was motivated by an emergency system that focuses on problem solver when universities encounter discourse problems. In fact, the branding that should be carried out by public relations is a matter of scientific integration-interconnection which is the basis for university development and is carried out on an ongoing basis.

However, on the plains of action, public relations at UIN Suka Yogyakarta have made branding efforts by focusing on aspects of websites and social media platforms, such as IG, tweeter, facebook, fanpage, and of course the webometric ranking which currently ranks fourth from state Islamic universities in Indonesia. Because, PR believes that the market share of UIN Suka Yogyakarta is that all people are IT literate. Thus, face to face branding promotions are no longer carried out, except when there are visits from schools

or madrasas who want to know more complete information about the university.

Another factor that eases the task of P R is due to historical factors. It is known that UIN Sunan Kalijaga has a reputation as the oldest Islamic University in Indonesia, so it has become an excellent and leading Islamic University (AUN-QA accredited). Therefore, the task of the Branding Team is to maintain the university reputation.

At the end of the year, PR also evaluates the program as a whole. The evaluation carried out is about service satisfaction, both academically, financially, and administratively. The results of these evaluations are used as material for consideration in making decisions for the following year.

Meanwhile, the branding management performed by UIN Raden Mas Said Surakarta is relatively the same as UIN Suka Yogyakarta. The branding planning activity started from the phenomenon that the public was still unaware of the information on the name of the institution (UIN). Even though, the institution has changed to a State Islamic University, people still refer to it as the State Islamic College (STAIN). This is what inspired the Public Relations of UIN Raden Mas Said to carry out branding.

First, branding by improving physical facilities, such as putting the name of UIN Raden Mas Said on several corners of the city of Solo (in collaboration with the Department of Transportation), improving lecture facilities, creating a comfortable campus environment, and increasing the internet network. Second, branding by improving virtual services, including improving online media management,

easy-access institutional websites, managing and maximizing social media. However, the webometric ranking, as a recognized institution, does not yet have a ranking due to the change from IAIN to UIN. Third, by forming a strong alumni network to promote by participating in the MAN Exposition event.

Public Relations of UIN Raden Mas Said in carrying out institutional branding has not been planned neatly and has never formed a branding team. This is because the PR structure is not yet independent because it is still attached to the archivist function. Thus, public relations management in relation to branding is still incidental, and functions as a support for other institutions.

Because branding activities are still incidental in nature, the evaluation carried out by UIN Raden Mas Said's PR has not specifically discussed the branding program. The evaluation carried out is still general in nature, namely all PR work programs.

The implications of this research can be taken into consideration by the stakeholders of Humas manajemen, especially universities. The management of Humas in building brand Islamic Hinger Education will make a clear contribution, because this result l can be proven significantly in increasing university trust in society. The implications include theoretical and practical implications. Theoretical implications, this research will add to the scientific conception in the field of Humas management especially in building branding image. On a practical level, the implementation of humas management of UIN Suka

and UIN Raden Mas Said can be transferred by another universities.

1. UIN Yogyakarta

As a big university, and UIN Sunan Kalijaga is 1 (one) of the 3 (three) best PTKINs in Indonesia, branding is very important. This branding is carried out as a preventive effort at UIN Sunan Kalijaga. The reputation that has been built so far will be a pity if it is not maintained. Therefore, to UIN Sunan Kalijaga, researchers suggested to make the Branding Team a structural institution or department that is permanent, not sporadic. So that Public Relations can work with a focus on branding and maintaining reputation and increasing public trust in UIN Sunan Kalijaga.

Furthermore, at the university to add staff in public relations and make public relations as a separate part. Because at this time public relations has a very important role in promoting the institution. And the scope of public relations work is also very broad, not limited to documentation and publications, but also media relations, event management, and social responsibility. In addition, adequate financial support is needed in university marketing so that UIN Sunan Kalijaga will find it easier to maintain its reputation and maintain its brand as a superior and leading inclusive-integration-interconnection university.

2. UIN Raden Mas Said Surakarta

Based on the conclusions above, the researcher hopes that this research will be useful both practically and theoretically. This research is still very far from perfection, but it is hoped that the following inputs and considerations can be presented:

The researcher hopes that the Public Relations of IAIN Surakarta will optimize the use of social media in online media management considering that there are still several social media belonging to the institution that have not been used optimally.

The researcher hopes to always coordinate with the website holders of the faculties to be more active, which is conveyed not only announcement information but also faculty activities for a better image.

1. Establishing and maintaining the image of IAIN Surakarta so that it is not only carried out by Public Relations but also all internal public aspects that have full responsibility for maintaining or improving the reputation of the university.
2. Restoration of webometrics as a brand recognition instrument so that it is immediately updated after a status change from IAIN to UIN occurs. Because webometric ranking is one of the benchmarks to find out how widely the university is known by the public.

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The PR MANAGEMENT And Brand Image *In Islamic Higher Education*

Today, the large number of universities causes intense competition in getting prospective students, various potentials and advantages possessed by universities will be mobilized as much as possible, to face this competition, so it is very important for universities to do branding to introduce their campus. Therefore, universities must have good branding in order to continue to exist in the face of this competition, especially since foreign universities are also increasingly aggressively promoting to attract new prospective students in Indonesia. University branding is unique because it is an organization based on human resources. An inside-out approach that involves all academic and non-academic employees in the process of building a brand is an effective way to develop a university branding strategy. Internal branding is one way for employees to understand brand messages and be able to behave like brand identity. In this context, the role of PR in building a branding image is very important. However, not many Islamic universities have realized the role of PR. Therefore, this book seeks to discuss PR management in relation to the formation of branding. The author takes two samples of Islamic universities as examples of how PR plays a role in shaping the university's brand.

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