

Navigating the MBKM Landscape: UMI's Adaptive Public Relations and Rhetoric Strategies for Reputation Enhancement (2020-2023)

Abd Majid¹, Zelfia² Andi Muttaqin Mustari³, Izki Fikriani Amir⁴,
Muhammad Idris⁵

^{1,2,3,4,5}(Communication Science, Universitas Muslim Indonesia, Indonesia)

ABSTRACT : This study explores the public relations and public communication strategies employed by Universitas Muslim Indonesia (UMI) in response to the challenges presented by the Merdeka Belajar Kampus Merdeka (MBKM) program, an Indonesian higher education policy that promotes independent learning and campus autonomy. Using a descriptive qualitative approach with an exploratory case study, the researchers investigated UMI's implementation of the MBKM program over the past two years. Data was collected through in-depth interviews, participatory observation, focus group discussions, and analysis of policy documents and publications related to MBKM activities. The findings demonstrate that UMI's public relations and communication efforts involve the adaptive use of both internal and external communication channels to manage the university's reputation and publicity. This includes a continuous system of education-based public information dissemination through the university's website, social media, and online media. The public relations and communication strategies follow a structural and cultural approach aligned with university regulations and procedures, aiming to fulfill the institution's function as a source of information and to support its academic reputation. The study provides insights into effective reputation management strategies employed by higher education institutions navigating the changing landscape of higher education policies, such as the MBKM program in Indonesia.

KEYWORDS : Navigating, Adaptive; Public Relations; Rhetoric, Publicity

I. INTRODUCTION

The improvement of public image and trust in a university goes hand in hand with the results of university rankings, both domestically and internationally. The achievement of institutional reputation and academic deliberation in higher education institutions is still experiencing fluctuations, in line with the challenges of the education system and the complexity of the public communication and information system (Ratnasari et al., 2018). The public's trust and confidence in higher education institutions is largely determined by ranking institutions such as Webometrics, which routinely releases and determines the best universities in Indonesia twice a year based on the level of access to the universities' websites.

The assessment criteria used by Webometrics are closely related to the credibility and quantity of information displayed by universities in terms of presence (the number of website domains and subdomains), impact (the number of backlinks from external sites), openness (the number of accessible files linked to the website domain), and excellence (the number of journal articles by the university's academic community). Based on the criteria set by global ranking institutions, Indonesian universities have not yet achieved a position among the top 10 universities in Asia. The existing assessments show that the position of Indonesian universities is still lagging behind universities in Malaysia, Thailand, Singapore, and other world-class universities.

The dynamics and achievements of the reputation of universities in Indonesia, in addition to being interesting to study on an Asian scale, are also important to understand their development nationally in various regions of Indonesia. Based on the level of progress and increased competitiveness of universities in Indonesia, the advancement of universities is still concentrated on the island of Java, based on the top 10 universities ranked by the Ministry of Research, Technology and Higher Education in 2022. The problems of competitiveness, public communication and information systems, the quality of human resources, and the governance of universities in the eastern region of Indonesia are interesting topics to study in order to improve the practice of public communication systems in institutions, which greatly determines the competitiveness and reputation of universities. Conditions and academic atmosphere, as well as quality issues, are problems faced by many

universities, including in the city of Makassar. The low percentage of universities that have obtained excellent institutional accreditation from the National Accreditation Board for Higher Education (BAN-PT) is a concern.

The application of data-driven and research-based public relations functions and strategic adaptations to create the necessary knowledge, so that public relations practices are not dominated by technical, instrumental, psychological, and behavioral perspectives, and the increase in institutional trust, is an important aspect. Currently, there are four of the largest universities in the eastern region of Indonesia that have obtained Excellent accreditation from BAN-PT, is the University of Muslim Indonesia in Makassar. Universities, not trapped in the issue of commercialization that competes for students like a company, but still operates within the non-commercial boundaries while being productive.

The research paradigm of the rhetorical dimension of public relations can be used to evaluate symbolic behavior, information, shape beliefs, and build coordinated collective norms with an effective public relations program approach (Heath and Ihlen, 2018, L'Etang & Pieczka, 2011) explained public relations needs to play the rhetorical function of the institution through stories, successes, and achievements on an ongoing basis to shape public opinion. The tradition of rhetoric in the dimensions of social science and the humanities can enhance the position of public relations within the organization, as explained by (Porter, 2010; Taylor, 2011) that rhetoric and public relations are inseparable disciplines as a persuasive discourse in the organization.

The practice of public relations is closely related to the deliberation and formation of internal organizational public opinion, which has the potential to become university ambassadors campaigning the university's potential to the external public. When the university's public relations communication system with the internal public of the organization functions well, it creates a constructive meaning for both the institution and academia (Edwards, 2016, Broom, 2008). Institutionally, academically, and in terms of public relations competence, universities have a role in utilizing the realities that occur internally and externally to become the uniqueness of the institution. Although in general, the existing problems are the responsibility of the rector, dean, and director of the university, as the institutional communication source if the crisis develops, public relations is responsible for managing the issues and major efforts to ensure that the issue does not become a crisis.

Universities have two entry points in handling crises, namely as an opportunity to improve their image or to lose their image. This is where the existence of university public relations plays a rhetorical value in issue management in the form of academic deliberation, through governance and through strengthening campus identity, ultimately improving image and reputation (Johnson, 2003). This is where the credibility and existence of University Public Relations is at stake if they fail to anticipate an issue that causes the university's reputation to become the object of public criticism in order to achieve the goals of the university's public relations program, which must be directed at the main targets of the campus, including the involvement of students, faculty and staff, alumni, communities, media, and parents as representatives of university public relations.

Public relations information management as digital-based publication media in every institution have a complex system in their implementation. This system is known as the publicity system, which includes structure, regulations, and work mechanisms. The public relations practitioners of each institution disseminate information to their target audiences according to the publicity system they have. The information disseminated by the public relations practitioners of Higher Education includes campus information, campus policies, and various policies and student programs from the Ministry of Education, Culture, Research and Technology, one of which is the Merdeka Learning and Independent Campus program. A program that provides opportunities for students to hone their skills according to their interests and talents by directly entering the world of work as a preparation for their future careers, which affects the Key Performance Indicators (KPI) of higher education institutions.

The concept and implementation of the MBKM program have been running at the Indonesian Muslim University. The uniqueness of this site is the position of public relations which is close to the university's top leadership, and the clear and detailed publication on the planning, policies, decisions, vision, and direction of the educational institution. In addition to the documentation and publication functions, the university's public relations actively attend meetings or meetings at the university and faculty leadership levels. Public relations are able to act proactively and dynamically, as well as flexibly as a resource person or manage internal and external public communication channels, avoiding a reactive attitude in facing various problems or challenges that will be faced.

The study examines the application of communication system theory and publicity in the public relations activities of UMI, using a case study approach to explore the conceptualization and implementation of rhetorical theory in addressing the university's public relations challenges. The research problem focuses on understanding the adaptive ability of UMI's public relations system through its public communication practices from 2020 to 2023, with the primary objectives of identifying the environmental challenges faced by the public communication system in supporting the implementation of the MBKM program, and evaluating the adaptive capacity of the public communication and rhetorical expression in responding to the MBKM program's challenges.

II. LITERATUR REVIEW

The study examines the application of communication system theory and publicity in the public relations activities of UMI, using a case study approach to explore the conceptualization and implementation of rhetorical theory in addressing the university's public relations challenges. The research problem focuses on understanding the adaptive ability of UMI's public relations system through its public communication practices, with the primary objectives of identifying the environmental challenges faced by the public communication system in supporting the implementation of the MBKM program, and evaluating the adaptive capacity of the public communication and rhetorical expression in responding to the MBKM program's challenges.

Public relations research shows dominance, or stagnation in the methods, and theories/concepts used. This needs to be studied in a global context to know the full picture following the portrait table of public communication system research in general:

No	According to Experts	A Portrait of the Development of Public Relations Research
1	Bernays,1980, Robinson 1983; Culbetrtsn, 1993; Gruning dan Hunt, 1984; Grunig & Dozier, 2006; Wilcox & Cameron, 2012)	Public relations research began in the 1950s in the field of mass communication, extending old theories in various interdisciplinary disciplines from grounded research in 1976, the first Public Relations journal published in 1975.
2.	Gower, 2006; Argenti, 1998; Frey 2004; Wright, 1995; Stone, 1995; Hwang & Chi, 2005). (Grunig, 2006; Grunig & Hunt, 1984; Grunig & Repper, 1992; Ihlen & Verhoeven, 2012)	Functional theory and theory of excellence four models (press agency, public information, two way asymmetries and two way symmetries are early generation theories adapted in Public Relations research.
3.	Kriyanto, 2015; Timothy Coombs dan Holladay, 2015; Fitch, 2014; VanDyke & Lee, 2020). L'Etang & Piescka (1996)	Public relations are positivistically oriented without looking at the ideological, structure, cultural values of the organization; Public relations focus on solving organizational problems, but neglecting self-reflection.
4.	Ofori, 2019; Smith, 2012; Edwards, 2006; Biesecker, 2019; Harun et al., 2020; Ferguson, 2018 Polyorat, 2020; Oskandar 2019; Chávez, 2015; Aritonang, 2019)	Rhetoric research and organizational Public Relations functionally create mutually influencing meanings between organizations and the public.
5.	Porter, 2010;Dhanesh & Duthler, 2019;Nayar, 2019;Chon, 2019;Lee et al., 2018; Mathew Joseph, 2010).	Rhetoric as a form of communication with the goal of mutually beneficial relationships through narrative and organizational story telling.
6.	Skerlep, 2002; Ø. Ihlen & van Ruler, 2007; Tepitt,2002; L'Etang,2006; Edwards,2006; Heath,Rawa,2013).	Contemporary rhetoric on the production, process, and influence of symbols or artifacts in media and branding as organizational symbols.

As the landscape of higher education continues to transform, the development of public relations research and its application within the university context will undoubtedly remain a critical area of focus, informing the strategic communication and reputation management efforts of institutions like UMI in the years to come. It shows that information disclosure and changes in the education system in universities have become a challenge for the university's public relations environment in the practice of university public communication, including utilizing the MBKM program as a form of public relations' ability to produce information related to the value of scientific deliberation through managerial and technical roles of the organization and branding identity for reputation enhancement to respond to changes in technology, information, respond to criticism in the form of simply providing information towards a position to answer criticism, in addition to public relations observing issues that can become market opportunities that increase reputation.

II. METHOD

This study aims to explore the public relations practices of higher education institutions in responding to the MBKM program through ecosystem management and communication governance. The researchers employed a descriptive qualitative method with a case study design, utilizing data collection techniques such as in-depth interviews, participatory observation, focus group discussions, and document studies. The findings reveal that the era of information disclosure and the implementation of the MBKM program have a close relationship with the practice of PR in higher education institutions. The PR department at UMI has adapted to the era of information disclosure by formulating a vision to become the primary information bridge for its target audience. As part of the public communication system, the PR department plays a strategic role in managing information and coordinating with university leadership and the public. This adaptive approach has enabled UMI to effectively navigate the challenges and opportunities presented by the MBKM program, ensuring the institution's reputation and the dissemination of its scientific deliberation values through activity publicity.

IV. FINDINGS

The Indonesian Muslim University in Makassar has implemented the MBKM program since 2020. In the implementation of the independent campus proclaimed by the ministry, the Indonesian Muslim University institutionally responds to the ministry's policy by forming a team in implementing the MBKM program by dividing it into two groups of implementation types, namely the internal group from the UMI itself which is called the holistic MBKM which is managed independently and internally by UMI, while the second is the external MBKM which is a program from the Ministry of Education, Culture, Research and Technology directly followed by students.

1. Complexities Faced by the Public Relations System of UMI in Implementing MBKM

As a complex system, public relations practitioners coordinate with the Rector to discuss and issue regulations and steps that the campus must take in responding to the program. After the issuance of the Rector's regulation, Public Relations formed a team for socialization and an integrated information center related to the MBKM program at each faculty. The cultural response implemented by Public Relations is then in responding to the program by disseminating information. Based on observations and group discussions with actors involved in the MBKM program from several sources from various faculties, the researchers can identify the challenges faced by the Indonesian Muslim University in implementing the Independent Learning and Independent Campus (MBKM) program over the past two years.

The implementation of the MBKM program at UMI faces several challenges that must be considered in both the policy implementation system and governance. One key challenge is the curriculum adaptation process between the Outcome-Based Education (OBE) and the MBKM program, which has had an impact on the academic atmosphere for both students and lecturers. Students still predominantly choose lectures with the KKN curriculum due to a lack of self-confidence and limited access to information and understanding of the advantages of participating in the MBKM program. Additionally, the study program systems and services, as well as the lecturers, have not fully adapted to the development of the program, with lecturers not preparing the necessary course materials and not serving as field supervisors for the teaching campus, research, and community service programs.

Another challenge is the university's ability to build partnerships with the industrial world and the business sector, which directly impacts the opportunities for students to participate in the internship program. The mechanisms of collaboration with external parties, the management of funds by the Foundation, and the opening of access to services as part of the MBKM implementation all require attention and improvement. The complex environmental system will generate a response if there is a stimulus from another system. In this case, the public relations system of the UMI seeks to reduce the complexity of the environment of the Ministry of Education, Culture, Research, and Technology which provides a stimulus in the form of issuing new policies related to the MBKM program. As one of the largest private universities in the eastern part of Indonesia, the Indonesian Muslim University responds to this policy, considering that public relations practitioners have a very important role as an information bridge between the organization and the public to respond to the Independent Learning and Independent Campus program in two stages, namely structural and cultural.

One of the key challenges is the need for regulatory and policy alignment. The PR system must ensure that its communication strategies and activities are aligned with the evolving regulations and guidelines of the MBKM program. Additionally, the PR team must maintain compliance with the Public Information Disclosure Act and other relevant policies governing the dissemination of information. Another significant complexity lies in stakeholder coordination and engagement. The PR system must coordinate its efforts with various stakeholders, including university leadership, faculty, students, and external partners involved in the MBKM program. Balancing the diverse needs and expectations of these stakeholders within the MBKM program context is crucial for the PR team.

Furthermore, the PR system at UMI must navigate the complexities of technological adaptation and digital transformation. Effectively leveraging digital and social media platforms to reach and engage the target audience is essential, while also adapting the PR system's communication strategies to the evolving digital landscape and changing media consumption patterns. Addressing these complexities requires the PR system at UMI to adopt a strategic and agile approach, leveraging its communication capabilities to support the successful implementation of the MBKM program while also protecting and enhancing the university's reputation and stakeholder relationships.

2. Adaptive ability of the Public Relations System and Publicity of the MBKM Program at UMI

In the implementation stage, both the holistic MBKM program and the independent campus ministry, the implementation begins with the issuance of Rector's Regulation Number 7 of 2020 concerning the implementation of MBKM at UMI. The rectorate issued an official regulation where the implementation is intended and prioritized for active students in the fifth semester in accordance with the rule that independent learning and independent campuses provide policies and opportunities for three semesters for each student to choose 8 learning paths outside the study program.

The implementation stage of the holistic MBKM program begins with a workshop and curriculum adjustment coordinated by the Vice Rector 1 for academic affairs and the MBKM team who gradually socialize at the study program level for the implementation of the independent campus curriculum, which is presented in the 5th semester in the integrated academic management system by placing four MBKM courses in collaboration between study programs within the scope of the UMI, for the implementation of foreign language ability courses the implementing center is the Faculty of Letters, for Leadership courses are held at the Faculty of Economics, Entrepreneurship courses are held at the Faculty of Agriculture, and for IT skills are carried out at the Faculty of Computer Science, students who follow the holistic path continuously in semesters 6 and 7 are given the opportunity to choose 8 MBKM paths available in the study program with learning instruments in the form of RPS and worksheets to become a learning implementation module according to the program followed by students.

The next stage of adaptation is related to the recognition of courses formulated by study programs in collaboration with industry partners, and this is a form of adaptation as the responsibility of each study program to provide an internal choice platform so that each independent student can choose which path to choose for the next two semesters. In the implementation of the program, there are challenges as a form of granting rights to students, which also becomes the university's obligation to form an open and continuous service platform and information access to the public regarding the development of MBKM implementation, where if observed online, the MBKM program has released 22 Episodes on the YouTube Channel of the Ministry of Education, Culture, Research and Technology about the program from launching to awards, developments and achievements of MBKM for 2 years, plus the continuous publication of guidelines and guidelines for the implementation of each program an explanation of the 8 MBKM programs launched by the Ministry of Education and Culture.

The third environmental challenge is the change in performance assessment, which will be based on the Key Performance Indicators that serve as the performance contracts between UMI and the Ministry of Education and Culture. The latest KPI, stipulated in the Decree of the Minister of Education and Culture Number 754/P/2020, has three main indicators: the quality of graduates, the quality of lecturers and teachers, and the quality of the curriculum. These indicators include measures such as graduates getting decent jobs, students getting off-campus experiences, lecturers engaging in off-campus activities, practitioners teaching on campus, and the existence of internationally standardized study programs. However, the dissemination of information and the policy implementation process related to the MBKM program are still limited, as the socialization and programs are primarily centered on the Ministry of Education, Culture, Research, and Technology. This has led to different responses and interpretations from PR practitioners at UMI, who have had to navigate the holistic and ministerial programs separately.

To address this challenge, UMI's Public Relations department has responded to the MBKM program in a structured and coordinated manner. Structurally, the Rector formed a team to socialize the program at the faculty level, while culturally, the university is working to align the program with its existing programs and Islamic campus culture. The PR department is also actively disseminating information about the program through various channels, including the university's website and social media platforms.

Furthermore, UMI has implemented specific measures to support the MBKM program, such as issuing regulations on the implementation and supervision of the student exchange program, both for inbound and outbound participants. The PR department works closely with the website administrators of each faculty to monitor and share relevant information about the MBKM program participants, ensuring a coordinated and comprehensive approach to the program's implementation.

Like the MBKM activity points above, here is a diagram of the MBKM program implemented at the Indonesian Muslim University and has been published in several media: Adaptive ability to adapt to its environment by detecting environmental problems outside of itself, responding to social, technological and public changes. Public relations maintain its functional autonomy, intelligently responding to the differentiation of code that is the parent of science systems.

Public relations evolved to produce structure and rhetoric as a response, the following is illustrated with the stimuli response model in the following frame of mind

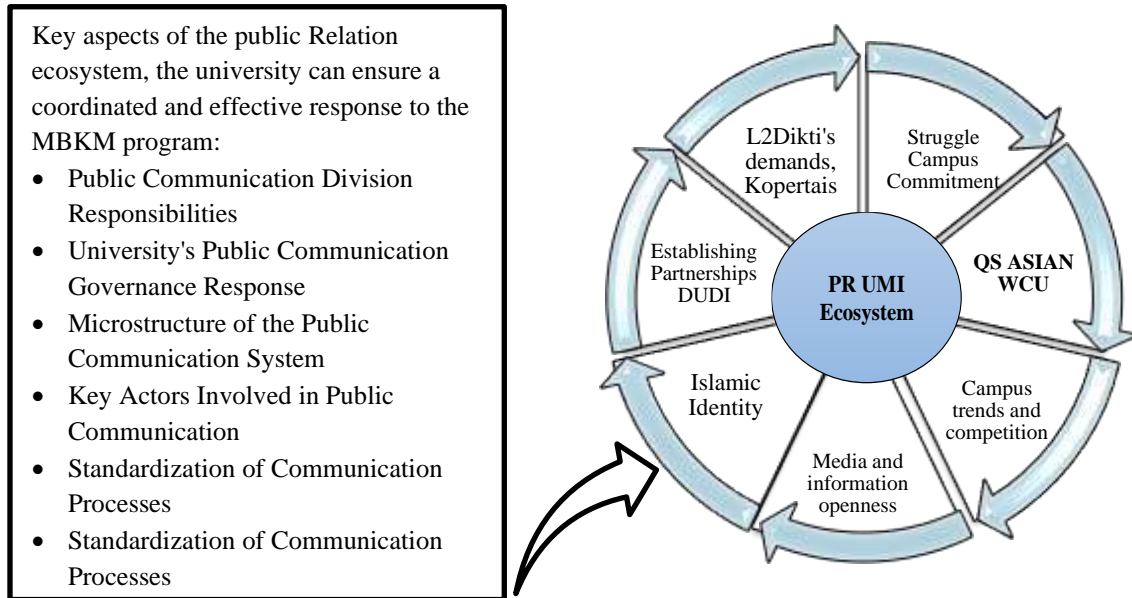


Figure 1. UMI Public Relations Ecosystem and Rhetorical Expression

This diagram illustrates the comprehensive system and governance structure of the Public Relations (PR) department at the UMI. It highlights the key stakeholders and their respective roles in the implementation and management of the MBKM program.

At the top, the Ministry of Education, Culture, Research, and Technology is shown as the coordinating and supervisory body for the MBKM initiative, providing the overall framework and guidelines for the program. The central component is the PR Department of UMI, which plays a crucial role in this ecosystem. Responsible for both internal and external affairs, the PR department coordinates closely with the university's Rector to formulate appropriate responses and oversee the implementation of the MBKM program. Importantly, the PR department also manages the various publicity media channels, including the university's website, online media platforms, and social media, ensuring that the content and messaging align with the institution's ethical and religious values.

Complementing the PR department's efforts, the diagram also depicts the MBKM Implementation Team, which is formed at the university level to provide guidance and oversight for the successful execution of the MBKM program. Finally, the diagram emphasizes the critical role of the publicity media channels, such as websites, online media, and social media, as the primary means of disseminating information about the MBKM program to the wider community.

3. Navigating the MBKM Landscape and Rhetorical Production

The comprehensive nature of this diagram showcases the intricate system and governance structure that the Indonesian Muslim University has established to effectively manage and communicate the MBKM program, leveraging the expertise and coordination of its PR department and other key stakeholders. The diagram illustrates the interconnected roles and responsibilities of the key stakeholders involved in the PR system and governance for the MBKM program implementation at the Indonesian Muslim University in Makassar.

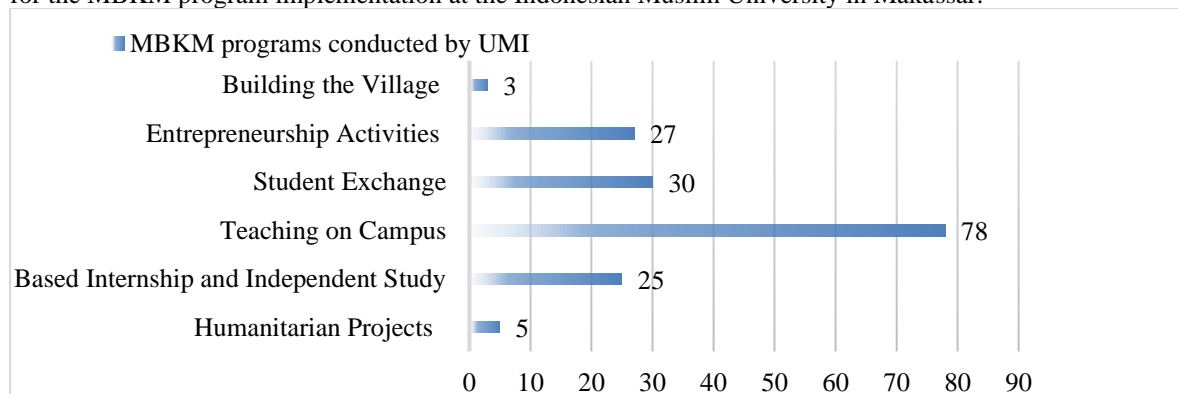


Figure 2 Number of Publicity of MBKM Program at UMI by year 2020-2024

Based on the diagram above, it shows that the most interesting MBKM activity publications in internal media and social media are the Teaching on Campus program in the first position, followed by the second position of the Independent Entrepreneurship program and the third position of Student Exchange, the fourth (Internship and Certified Independent Study) program, and humanitarian projects that have also been socialized and developed. The publication system used is the application of the public information model in the excellence theory approach in the Public Relations, as shown in the content uploaded on the online media and website and the Instagram account of UMI. Information related to the MBKM program contained in the publicity media conveys to the public that the university has gradually adapted the program from the Ministry of Education, Culture, Research and Technology.

This figure presents a line graph that illustrates the increasing number of publicity for the MBKM program at UMI from 2020 to 2024. The key points are: In 2020, the number of publicity for the MBKM program at UMI was 50. The number increased to 75 in 2021, a 50% increase from the previous year. In 2022, the number of publicity further increased to 100, a 33% increase from 2021. The trend continued, with the number of publicity reaching 120 in 2023, a 20% increase from 2022. The figure shows a steady and significant growth in the publicity for the MBKM program at UMI over the 5-year period from 2020 to 2024.

V. DISCUSSION

The public communication system of UMI is closely intertwined with its publicity system, serving as a reference for the agents and actors involved in carrying out their primary functions as information providers to the public. This publicity system encompasses three key aspects: structure, regulation, and work mechanisms.

Structurally and culturally, the university's Public Relations department plays a crucial role, coordinating with the implementation and oversight teams of the Merdeka Belajar Kampus Merdeka (MBKM) program. The PR department acts as a gatekeeper and controller, managing the flow of information and the content of publicity media for university-wide activities. As a spanning boundary, the PR department connects the university with the public, responding to issues, planning campus-related activities, analyzing problems, and describing work systems, particularly in the context of the MBKM program.

The PR department's strategic approach to disseminating information through publicity media, such as websites, online platforms, and social media, involves close coordination with the MBKM program coordinators. The selected coordinators provide data and information to the PR department, which then creates publicity content to be shared with the university community and the public. This process is guided by a commitment to ethical and religious values, ensuring the appropriateness and relevance of the information shared.

The public relations (PR) department and public communication strategies at UMI are aligned with the Communication Goal theory proposed by Van Dyke and Lee (2020). This theory assumes that communication is driven by specific goals, and communicators must have a strategic plan to achieve maximum results. The PR department's goals are to serve as an information source for its audience and implement the Law on Public Information Disclosure through its publicity channels.

To achieve these goals, the PR department employs a structured approach, following the GAP (Goals - Plan - Action) framework. The planning phase involves the information collection team and the graphic design team working collaboratively to package the content in a unique, attention-grabbing, and visually appealing manner before uploading it. The information collection team gathers the necessary data, while the editing team creates various design options, which are then reviewed and approved by the Head of the PR Department as the information gatekeeper. This coordinated effort ensures that the publicity content is strategically crafted to effectively communicate the university's messages and engage the target audience.

VI. CONCLUSION

Based on the research results that have been discussed, the following conclusions can be drawn:

The Public Relations (PR) department responds to the challenges of the university environment of the MBKM program with the adaptive ability of the public communication system through a continuous publicity process. Through the independent campus team, the PR department provides assistance for both holistic activities in the form of workshops on the implementation of the curriculum for each study program within the University and external programs in the form of eight implemented programs that are directly participated by students organized by the Ministry of Education, Culture, Research, and Technology, which are packaged into information to be included in publicity media in the form of websites, press releases on online media, and uploads of activities on social media as a form of public education information dissemination to the community.

The public communication strategy of the Public Relations (PR) department of the Indonesian Muslim University in the implementation of information management refers to a structural and cultural approach in accordance with the regulations and work procedures as the characteristics of the university. This is done through the stage of disseminating information on the MBKM program through publicity media with a goal-plan-and-action approach, which aims to carry out its function as a source of information for its audience and also implement the Law on Public Information Disclosure, which can improve institutional reputation and become a key performance indicator for the University.

These include analyzing the impact of the MBKM policy on higher education institutions, examining UMI's public relations and communication strategies to enhance its reputation during the MBKM implementation, evaluating UMI's rhetorical approaches and messaging to position itself as an adaptive and innovative university, and exploring the challenges and opportunities faced by UMI in navigating the changing higher education landscape. The research could employ a combination of qualitative and quantitative methods, such as document analysis, interviews, and surveys, to contribute to the understanding of effective public relations and communication strategies in the context of higher education policy changes and reputation enhancement.

VII. ACKNOWLEDGEMENTS

The author would like to express gratitude to all parties who have assisted in this research, particularly the UMI Endowment Foundation, the Rector of UMI, and the Dean of the Faculty of Letters at UMI. Special thanks go to the supporters of the research funding, who made it possible to complete this study under the faculty's flagship research scheme, namely the Head of the LP2S UMI.

We would also like to thank the research informants, the university leadership, especially in the areas of academics, cooperation, and student affairs, the UMI MBKM team, the Head of Public Relations, Protocol and Cooperation at UMI, and the website and publication media management staff. Additionally, we extend our gratitude to the **American Journal of Humanities and Social Sciences Research (AJHSSR)**, who provided the opportunity for the publication of this academic journal, as well as our colleagues and students who assisted in the data collection for this research

REFERENCES

Journal Papers:

- (1) David, B. L. (2007). Universities sell their brands. *Journal of Product and Brand Management*, 16(2), 152–153. <https://doi.org/10.1108/10610420710740034>
- (2) Dhanesh, G. S., & Duthler, G. P. (2019). Public relations in the Middle East: an editorial introduction. *Journal of Public Relations Research*, 31(3–4), 71–83. <https://doi.org/10.1080/1062726X.2019.1679436>
- (3) Dong, C., Zheng, Q., & Morehouse, J. (2023). What do we know about government public relations (GPR)? A systematic review of GPR in public relations literature. *Public Relations Review*, 49(1), 102284. <https://doi.org/10.1016/j.pubrev.2022.102284>
- (4) Edwards, L. (2016). The Role of Public Relations in Deliberative Systems. *Journal of Communication*, 66(1), 60–81. <https://doi.org/10.1111/jcom.12199>
- (5) Gower, K. K. (2006). Public Relations Research at the Crossroads. *Journal of Public Relations Research*, 18(2), 177–190. https://doi.org/10.1207/s1532754xjpr1802_6
- (6) Grunig, J. E. (1993). Implications of Public Relations for Other Domains of Communication. *Journal of Communication*, 43(3), 164–173. <https://doi.org/10.1111/j.1460-2466.1993.tb01289.x>
- (7) Ihlen, Ø. (2020). Science communication, strategic communication and rhetoric: the case of health authorities, vaccine hesitancy, trust and credibility. *Journal of Communication Management*, 24(3), 163–167. <https://doi.org/10.1108/JCOM-03-2020-0017>
- (8) VanDyke, M. S., & Lee, N. M. (2020). Science public relations: The parallel, interwoven, and contrasting trajectories of public relations and science communication theory and practice. *Public Relations Review*, 46(4), 101953. <https://doi.org/10.1016/j.pubrev.2020.101953>
- (9) Ihlen, Ø., & van Ruler, B. (2007). How public relations works: Theoretical roots and public relations perspectives. *Public Relations Review*, 33(3), 243–248. <https://doi.org/10.1016/j.pubrev.2007.05.001>
- (10) Kriyantono, R. (2015). Konstruksi Humas Dalam Tata Kelola Komunikasi Lembaga Pendidikan Tinggi di Era Keterbukaan Informasi Publik. *Jurnal Pekommas*, 18(2), 117–126. <https://www.neliti.com/id/publications/222394/konstruksi-humas-dalam-tata-kelola-komunikasi-lembaga-pendidikan-tinggi-di-era-k>
- (11) L'Etang, J., & Pieczka, M. (2011). Public relations as dialogic expertise? *Journal of Communication Management*, 15(2), 108–124. <https://doi.org/10.1108/13632541111126346>
- (12) Porter, L. (2010). Communicating for the good of the state: A post-symmetrical polemic on persuasion in ethical public relations. *Public Relations Review*, 36(2), 127–133. <https://doi.org/10.1016/j.pubrev.2009.08.014>
- (13) Ratnasari, E., Rahmat, A., & Prastowo, F. A. A. (2018). Peran Humas Perguruan Tinggi Negeri Badan Hukum dalam Implementasi Kebijakan Keterbukaan Informasi. *PRofesi Humas : Jurnal Ilmiah Ilmu Hubungan Masyarakat*, 3(1), 21. <https://doi.org/10.24198/prh.v3i1.14034>
- (14) Taylor, M. (2011). Building social capital through rhetoric and public relations. *Management Communication Quarterly*, 25(3), 436–454. <https://doi.org/10.1177/0893318911410286>
- (15) Ofori, D. M. (2019). Grounding Twenty-first-Century Public Relations Praxis in Aristotelian Ethos. *Journal of Public Relations Research*, 31(1–2), 50–69. <https://doi.org/10.1080/1062726X.2019.1634074>

Books:

- (16) Cutlip, Scott M., Center, Allen H., and Broom, Glen M. 2008. *Effective Public Relations*, Eight Edition. New Jersey: Prentice Hall.
- (17) Littlejohn, Stephen W. 1996. *Theories of Human Communication*. Belmont, California: Wadsworth.
- (18) Gruning, J. E., Grunig, L. A., & Dozier, D. M. (2006). The excellence theory. In C. H. Botan & V.
- (19) Heath, R. L., & Ihlen, Ø. (2018). Public Relations and Rhetoric. In *The Handbook of Organizational Rhetoric and Communication* (Issue April). <https://doi.org/10.1002/9781119265771.ch4>

Theses:

- (20) Campbell, K. A. (2018). *Looking Inward: Higher Education Public Relations and Internal Communication*. 275. <https://scholarworks.wmich.edu/dissertations/3342>

Chapters in Books:

- (21) Johnson, R. (2003). The art of public speaking. *Fire Engineering*, 156(1), 104–105. <https://doi.org/10.2307/452338>