INTEGRATED MARKETING COMMUNICATION AS A COMMUNICATION STRATEGY OF THE INTERNATIONAL OFFICE OF UNIVERSITAS ISLAM INDONESIA IN ATTRACTING INTERNATIONAL STUDENTS



A THESIS

Submitted to Fulfill the Requirements for Obtaining a Bachelor's Degree in Communication Studies at the Faculty of Psychology and Socio-Cultural Sciences, Universitas Islam Indonesia

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YOGYAKARTA
2024

AGREEMENT SHEET

INTEGRATED MARKETING COMMUNICATION AS A COMMUNICATION STRATEGY OF THE INTERNATIONAL OFFICE OF UNIVERSITAS ISLAM INDONESIA IN ATTRACTING INTERNATIONAL STUDENTS

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VALIDITY SHEET

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STATEMENT OF ACADEMIC ETHICS

Bismillahirrahmanirrahim

Undersigned, I henceforth:

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Through this letter I hereby state the following:

1. The research did not engage in academic fraud of any type throughout the completion of this thesis research, such as plagiarism, involving others' help with the thesis, or any other infraction that violates the academic ethic highly upheld by Universitas Islam Indonesia
2. Therefore, this thesis is entirely my scientific work, both as a student and researcher, not plagiarize or the work of others.
3. If this thesis is found to have strong indications of plagiarism or academic fraud after I have received my degree from the Faculty of Psychology and Social-Cultural Science at the Islamic University of Indonesia, I will be held accountable for all repercussions and academic sanctions imposed by the Universitas Islam Indonesia.

Thus, I truly agree with this remark.

Yogyakarta, 28 August 2024

Sincerely,



Fikri Haikal Ramadhan

MOTTO

Allah is the best of planners | Surah Ali 'Imran (3:54) All plans made by anyone and everyone are already known to Allah.

"Whoever has never felt the burden of seeking knowledge, will surely feel the burden of ignorance throughout his life." (Imam Syafi'i)

Dedication

I dedicate this thesis to myself, my parents, my brother, my sister, and my entire family. Without their prayers, love, and hopes, I would not be able to complete this thesis.

FOREWORD

بِسْمِ ٱللَّهِ ٱلرَّحْمَٰنِ ٱلرَّحِيمِ

Assalamualaikum wr wb

Alhamdulillah, I offer praise and gratitude to Allah SWT for all the help, strength, and health granted to me throughout my studies and up to the completion of this thesis. Sholawat and salam are also extended to Prophet Muhammad SAW, the role model of the people whose intercession we seek on the last day.

After going through various challenges and struggles, Alhamdulillah, I am grateful to myself for completing this thesis. This thesis, entitled "Integrated Marketing Communication as A Communication Strategy of The International Office of Universitas Islam Indonesia in Attracting International Students," was written as a requirement for completing my studies at Universitas Islam Indonesia and obtaining a Bachelor of Communication Science degree.

This thesis was made possible thanks to the prayers, help, and support of those closest to me and everyone involved in my life. Therefore, I would like to express my deepest gratitude to:

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ABSTRACT

Fikri Haikal Ramadhan. 20321232. Integrated Marketing Communication as a Communication Strategy of the International Office of Universitas Islam Indonesia in Attracting International Students. Department of Communication, Faculty of Psychology and Socio- Cultural Studies, Universitas Islam Indonesia. 2024.

Internationalization is crucial to the success of universities competing on a global scale. A key internationalization strategy is attracting international students to enroll in the university's international programs. As a pioneer of international classes in Indonesia, Universitas Islam Indonesia (UII) has successfully attracted international students through its International Office to enhance internationalization. This study examines the integrated marketing communication (IMC) strategies that the International Office of UII employs to attract international students. Using a descriptive qualitative approach, this research explores the communication and marketing efforts undertaken by the International Office of UII to increase the interest of international students. This research examines the IMC strategies that UII's International Office has implemented to attract international students. Using a qualitative descriptive approach, this study explores the communication and marketing efforts undertaken by UII's International Office to increase the interest of international students.

The research results show that the International Office of UII prioritizes the Future Global Leaders Scholarship (FGLS) as a flagship product. The International Office of UII implements two types of promotions to attract international students. The first type involves personal selling, which includes direct interaction with prospective international students and is supported by word-of-mouth marketing. Second, digital marketing strategies, including informative content on social media and admissions websites, play a crucial role. The AISAS model is used to evaluate the target market for international students. The evaluation results show that the "Share" section has significant influence, particularly among students from the Middle East. This influence is attributed to Arabic language information disseminated through websites and online media, which effectively reaches a broader audience of prospective international students. Overall, the Integrated Marketing Communication strategy implemented by the International Office of UII emphasizes the importance of careful planning and strengthening digital marketing strategies. While IMC and other marketing tools are important, the critical factor in international student recruitment is word-of-mouth marketing in different languages, supported by competitive pricing and strategic locations to attract quality international students in today's globalized era.

Keywords:
Communication Strategy, Integrated Marketing Communication, International Students

ABSTRAK

Fikri Haikal Ramadhan. 20321232. Pemasaran Komunikasi Terpadu Sebagai Strategi Komunikasi Kantor Internasional Universitas Islam Indonesia dalam Menarik Mahasiswa Internasional. Prodi Imu Komunikasi, Fakultas Psikologi dan Ilmu Sosial Budaya, Universitas Islam Indonesia. 2024.

Internasionalisasi telah menjadi kunci penting bagi kesuksesan universitas dalam bersaing di skala global. Salah satu strategi yang dilakukan dalam internasionalisasi adalah menarik minat mahasiswa internasional untuk bergabung dalam program internasional dan melanjutkan studi di universitas tersebut. Universitas Islam Indonesia (UII) sebagai pelopor kelas internasional di Indonesia, melalui Kantor Internasionalnya, telah menjaring mahasiswa international sebagai bagian dari upaya peningkatan internasionalisasinya. Penelitian ini bertujuan untuk mengkaji strategi Komunikasi Pemasaran Terpadu (IMC) yang diterapkan oleh Kantor Internasional UII dalam menarik mahasiswa internasional. Melalui pendekatan deskriptif kualitatif, penelitian ini mengeksplorasi upaya komunikasi dan pemasaran yang dilakukan oleh Kanto Internasional UII dalam meningkatkan minat mahasiswa internasional.

Hasil penelitian menunjukkan bahwa Kantor Internasional UII mengutamakan Future Global Leaders Scholarship (FGLS) sebagai produk unggulan. Dalam menarik mahasiswa internasional, Kantor Internasional UII menerapkan dua jenis promosi. Pertama, promosi langsung seperti personal selling yang melibatkan interaksi langsung dengan calon mahasiswa internasional dan didukung oleh pemasaran dari mulut ke mulut. Kedua, strategi pemasaran digital dengan konten informatif di media sosial dan situs web penerimaan mahasiswa internasional baru yang memberikan kontribusi signifikan. Untuk mengevaluasi target pasar mahasiswa internasional, digunakan model AISAS. Hasil evaluasi menunjukkan bahwa bagian "Share" memiliki pengaruh besar, terutama dari wilayah Timur Tengah. Pengaruh ini disebabkan oleh informasi berbahasa Arab yang disebarkan melalui situs web dan media online, yang mampu menjangkau calon mahasiswa internasional secara lebih luas. Secara keseluruhan, strategi Komunikasi Pemasaran Terpadu yang diterapkan oleh Kantor Internasional UII menegaskan pentingnya perencanaan yang matang dan penguatan strategi pemasaran digital. Meskipun IMC dan alat pemasaran lainnya penting, faktor kunci dalam rekrutmen mahasiswa internasional adalah pemasaran WOM dalam bahasa yang berbeda, didukung oleh harga yang kompetitif dan lokasi strategis untuk menarik mahasiswa internasional berkualitas dalam era globalisasi saat ini.

***Kata Kunci**:*
Strategi Komunikasi, Pemasaran dan Komunikasi Terpadu, Mahasiswa Internasional.

CHAPTER 1
INTRODUCTION

A. Background

International student enrollment trends globally have changed significantly in recent years. Major world events and demographic changes have influenced international student enrollment patterns. According to University World News, the COVID-19 pandemic has significantly impacted international student mobility (Sharma, 2022). Meanwhile, Vox reports a potential decline in overall student numbers in the future, which could also affect the international student population (Lam, 2022). Times Higher Education also notes that significant world events have changed the university admissions process, including for international students (Times Higher Education, 2023).

In Indonesia, despite the government's efforts to make the country a major destination for higher education in Southeast Asia, the number of international students still needs to grow. In 2019, only around 7,000 international students were studying in Indonesia (GBG Indonesia, 2019). Several factors that have caused international students' low interest in studying in Indonesia include the lack of English-language study programs, limited information, promotion abroad, and the perception that the quality of Indonesian higher education still needs to be improved (Mulyana, 2023). These changes require higher education institutions to adapt their communication and marketing strategies to continue to attract and retain international students.

The development of universities in the era of globalization requires them to be able to compete to achieve a world-class position. To achieve this goal, universities adopt an internationalization strategy to build trust at the international level. Key factors such as loyalty of students, lecturers, educational staff, and reputation are vital to achieving success and sustainability (Rosyidah et al., 2020). The emergence of global university rankings, such as the QS World University Rankings, QS Sustainability Rankings, and Asian University Rankings, has heightened the urgency of internationalizing higher education.

Several universities in Indonesia have realized the importance of internationalization, directing their efforts toward international activities such as collaborations, opening international classes and programs, holding international-level seminars and studies, as well as implementing student exchange programs, campuses in abroad, and double degree programs (Fuadi, 2016). One of the universities in Indonesia that has developed programs and international collaboration is the Universitas Islam Indonesia (UII). Despite various challenges in attracting international students, data from the UII International Office shows that the number of international student applicants will continue to increase from 2022 to 2024. In 2022, there were 87 applicants, which increased to 310 in 2023 and is estimated to reach 912 in 2024. This figure reflects a significant growth in the number of applicants for international admissions at UII.



Table 1 Number of international student applicants at UII from 2022 to 2024

Source: Analysis of interview data

As a pioneer of higher education in Indonesia, UII has pursued internationalization since the establishment. UII has employed various strategies to enhance its internationalization efforts. These include upgrading facilities and academic processes, devising key strategies to increase international and national exposure, pursuing accreditation certification, and offering double degrees (Humas, 2022). According to its official website, UII has launched an International Program in the Department of Business and Economics. The UII Faculty of Economics was founded in 1996 as the first program in Indonesia to offer undergraduate education in business and economics with an international focus (Management UII, 2023).

In its internationalization process, UII achieved significant achievements by being included in the 2024 Times Higher Education World University Rankings (THE WUR). This achievement places UII in the global ranking of 1,501+, alongside 15 other Indonesian universities (THE, 2024). This success reflects the international recognition of the academic quality and achievements of UII in the context of global competition in higher education. With a dynamic learning atmosphere and focus on innovation, UII is determined to guide students to become global leaders who have an innovative spirit (topuniversities, 2024). Only eight private educational institutions in Indonesia have succeeded in achieving positions in the Impact Rankings 2023. In this context, UII is the only private university listed, ranking 13th nationally and within the global ranking range of 601–800 (Republika, 2023).

To meet entry requirements and achieve high international rankings, universities must have an international outlook, which includes the presence of international students among its main criteria. Therefore, a country's capacity to attract international students and staff and establish international cooperation is crucial in shaping international views of universities (Acar, 2022). UII welcomes the presence of prospective international students who wish to enroll at this university. The rise in international student enrollment at UII has led to its inclusion in the uniRank rankings, with over 900 international students (uniRank, 2023).

The increasing number of international students at UII could be a strategic breakthrough to improve the quality and competitiveness of Indonesian Higher Education at the international level. An increase in the number of international students on campus can be a marker of institutional quality on a global scale (Zulfa, 2016). To advance its internationalization efforts, UII has proactively established an International Office under the auspices of the Directorate of Partnerships/Office of International Affairs UII. The communication strategy implemented by the International Office identifies campus potential, which is then conveyed internationally through information packaging and reputation building (Hermawan, 2012).

The communication strategy plays a crucial role in attracting international students' attention through effective communication and promotional activities, including direct methods and social media. In the context of marketing or promotional activities, the role of a public relations practitioner is very significant in planning and setting optimal strategies to achieve success in these activities (Yanti & Wijaya, 2022). Promotional content on social media, especially websites, is also crucial in attracting the attention of prospective international students by facilitating easier access to information. Prospective international students during the decision-making process, utilizing various sources, including information from campus social media platforms (Reddy, 2014). By implementing this communication strategy, the International Office of UII can systematically evaluate the success of each communication tool used and the type of promotion implemented.

In attracting international students, the UII International Office utilizes various promotional activities to assist the institution in achieving its goals. In theoretical studies of communication science, promotional activities including advertising, personal selling, sales promotions, events, direct marketing, public relations, interactive marketing, and word of mouth are collectively known as Integrated Communication and Marketing. Integrated Marketing Communication is a concept wherein a company integrates and coordinates various communication channels to deliver clear, consistent, and convincing messages regarding the company and its products (Kotler & Armstrong, 2018).

Based on the explanation above, as a facilitator of campus internationalization, the International Office of UII must intensify its communication efforts, with the primary goal of increasing international student enrollment. However, attracting international students to choose UII as their study destination is a challenging task. There are still many prestigious universities in the world, including in Indonesia, both private and public, which are competitors of UII. Various communication, marketing, collaboration, and promotional strategies must be carefully implemented; however, several challenges will be faced in achieving this target. These challenges are one of the

aspects addressed in this research, aiming to explore information related to integrated marketing communication as a communication strategy applied by the International Office of UII to attract the interest of international students. The goal is for UII to compete effectively with other universities and increase its international mobility, thereby creating significant progress at the international level.

B. Problem Formulation

By detailing the background of the problem described previously, this research problem can be formulated as follows: How does the International Office of UII implement integrated marketing communication as a communication strategy to attract international students?

C. Research Objective

This study aims to identify and analyze the communication strategies implemented by the International Office of UII through the application of IMC to increase international student interest. Additionally, this research aims to provide an in-depth understanding of the practical communicative approaches formulated within specific programs and to analyze the challenging factors affecting the implementation of communication strategies using IMC in attracting international students to UII.

D. Benefits of Research

1. Theoretical Benefits
    a. Development of Strategic Communication Theory: This research significantly advances strategic communication theory and IMC, particularly within higher education internationalization. An in-depth analysis of IMC as the communication strategy employed by the International Office of UII can provide new insights and conceptual frameworks for understanding how educational institutions can effectively communicate globally.
    b. Foundation for Higher Education Internationalization Theory: This study offers a robust theoretical foundation for developing communication strategies in the

context of higher education internationalization. The findings can serve as a reference for further research and enhance the understanding of the role of strategic communication in special programs designed to attract international students and shape the institution's image at the global level.

2. Practical Benefits

    a. Enhancing UII's Communication Strategy Effectiveness: The research findings will provide critical insights into the effectiveness of the communication strategies employed by the International Office through the application of IMC. This will help UII identify the strengths and weaknesses of its current strategies, enabling continuous improvement and refinement of programs to enhance its appeal to international students.
    b. Practical Guidelines for Other Universities: The results of this research can also serve as practical guidelines for other universities aiming to strengthen their international student base. The analysis of successful communication strategies can be used as a benchmark for other higher education institutions in designing and implementing similar initiatives to increase the number of international students and improve their global reputation and competitiveness.

E. Literature Review

1. Previous Research

    a. The research entitled "Strategi Komunikasi International Office UNS Dalam Membangun Reputasi Universitas" by Dwi Aji Hermawan (2012) (HERMAWAN, 2012) discusses the importance of communication strategies in the context of internationalization of higher education, with a focus on Sebelas Maret University (UNS) in Surakarta, Central Java. This research identifies that the International Office at UNS is crucial in designing communication strategies to build the university's reputation among international students. This research illustrates that communication strategies are implemented through four stages: research, planning, implementation, and evaluation. The research method employed is descriptive qualitative research, which adopts a purposive

sampling technique to determine informants. The research results concludes that the UNS International Office uses various activity programs as communication tools to convey messages to international students. The five communication tools used, namely advertising, personal selling, public relations, direct marketing, and word of mouth, collectively influence the formation of UNS's reputation among international students.

This research is crucial for understanding how communication strategies can support higher education internationalization efforts, especially in the UNS context. The main difference between this research and the current study lies in the subject and scope of the research. This research by Dwi Aji Hermawan (2012) focuses more on the communication strategy of the UNS International Office to build the university's reputation among international students. In contrast, the current research has specifically examined the communication strategy carried out by IO UII, with a focus on attracting international students. In the future, the increase in the number of international students serve as the primary indicator of the success of the communication strategy and well-designed marketing activities. Another difference lies in the theoretical framework employed.

The current research has adopted communication and marketing strategy theory, focusing specifically on international cooperation and the promotional programs implemented by the International Office of UII. Meanwhile, previous research has used many communication and marketing theories extensively. There are similarities in the context of internationalization of higher education institutions, which both highlight the critical role of the International Office in achieving internationalization goals, both building reputation and attracting international students. However, this comparison also shows that the research that will be carried out is more focused and specific and uses certain theories in exploring the International Office of UII communication strategies.

b. Research conducted by Alla Vokhta in 2022, titled "External Communication Strategy for Recruitment of International Students at the Karelia University of Applied Sciences," (Vokhta, 2022) aims to formulate an effective communication strategy for attracting international students to the Karelia University of Applied Sciences (UAS) in Joensuu, Finland. The background to this research arises from the university's efforts to increase the number of international students and the organization's overall internationalization level. Secondary data collection methods were used in this research, involving electronic information sources, literature, and previous research relevant to this topic. Research also involves customer feedback via social media, email, and surveys to understand the needs and preferences of prospective international students. The results of Alla Vokhta's research include the development of an external communication strategy to recruit international students at the Karelia University of Applied Sciences (UAS).

The research uses various analytical frameworks, including PEST and SWOT analysis, the 5W model, the VRIO framework, and the 7Ps of the marketing mix, to formulate communication strategies according to the needs and preferences of prospective international students. The differences between this research and the current study lie in the approaches and methods, theories used, and research focus. The current study will be used both secondary data and qualitative methods, including interviews and observations, supported by secondary data. The theory used in previous research was too broad and included many business models. In contrast, the research will be focused on the International Office of UII communication and marketing strategies, emphasizing international cooperation supported by marketing programs. The research focus will be more specific to the UII context without involving a too broad analytical framework as in Alla Vokhta's research.

c. The research conducted by Nguyen Quang Huy in 2018 with the title "Marketing Communication Plan for Ho Chi Minh City University of Technology (HCMUT)

to Attract More International Students" (Quang, 2018) aims to study the education market in Vietnam and explore the marketing mix and promotional strategies that have been implemented at HCMUT previously. Qualitative methods were used in data collection, involving observations, surveys of exchange students, and interviews with HCMUT External Relations staff. Based on the literature evaluation and qualitative research results, the author concludes that HCMUT's marketing mix and promotion mix have been well designed and provided positive results.

However, to achieve the goals of the International Study Program Office, further development of the promotion mix is needed to make it complete and more creative. HCMUT has implemented 4 out of 5 promotion mixes, except for sales promotion. Recommended improvements include improvements to the website, provision of an early bird discount in conjunction with the early free registration period, and expanded collaboration with international partners. The differences and comparisons between the the research by Nguyen Quang Huy and the current study lie in the objectives, scope, methods, analytical framework, and research focus.

The current research will be focused on formulating International Office of UII communication strategies to attract international students to UII. In contrast, research by Nguyen Quang Huy aims to study the education market in Vietnam, analyze the marketing mix and promotional strategies of HCMUT, and provide recommendations for improving the the existing promotion plan. Previous research's analytical framework includes PEST, SWOT, 3Cs Model, and marketing strategy. In contrast, the current study will be examined marketing and communication strategies and communication strategies that directly impact interactions with prospective international students. The previous research focuses on improving HCMUT's promotion mix, including using social media and collaboration with international partners, while the current study be carried out will be focused more on the International Office of

UII communication strategies, with particular emphasis on direct interaction with prospective international students.

d. The research titled "International Student Recruitment Efforts of Turkish Universities: Rationales and Strategies" by Enes Gök and Sedat Gümüş in 2017 (Gök & Gümüş, 2018) highlights competition between higher education institutions around the world in the realm of internationalization which focuses on the mobility of students who compete to get a share of the student market. This research examines the rationale and strategies of higher education institutions using semi-structured online survey data collected from international offices at participating institutions. Qualitative methods were used in this research, with data collection through online semi-structured interview instruments developed using the Survey Monkey platform. The online survey was conducted with 10 to 15 respondents (five from public institutions and five from foundations) responsible for international student offices at various universities in Turkey.

The research findings reveal the strategies institutions use to recruit international students. Turkish institutions employ strategies that align with global trends, such as participating in exhibitions, advertising through technology, the web, social media, and utilizing agents. Additionally, they use unique approaches like visiting the parents of international students, conducting high school visits, and organizing summer camps. While this research and the current study share similarity in that they investigate universities' efforts to attract international students, there are differences in their research objectives. The current research will be analyzed the International Office of UII's communication strategies to attract international students. In contrast, previous research examining Turkish universities is more general, highlighting the reasons and strategies of Turkish higher education institutions in recruiting international students.

Differences in research scope are also reflected in their research focus. The current study will be focused specifically on the context and communication strategies implemented by one institution, namely the International Office of UII, while the previous research by Enes Gök and Sedat Gümüş includes international student recruitment efforts by various universities in Turkey. In terms of research methods, the current research applies a qualitative approach using interviews, observation, and document analysis, while the previous study employs semi-structured online survey methods to collect data from individuals in charge of international student offices at various universities in Turkey.

2. Theoretical Framework

1) Communication Planning and Strategy

According to (Effendy, 2011), communication strategy combines communication planning and communication management to achieve specific targets. In this context, communication strategy includes detailing systematically arranged planning steps and effectively managing various aspects of communication to achieve predetermined targets or goals.

According to Broom and Sha in their book "Cutlip and Center's Effective Public Relations" 11th Edition (Glen M. & Sha, 2013), there are four steps that must be undertaken to achieve communication planning and strategy:

1) Defining the Problem (or opportunity): Identifying the current situation to understand what is happening and why a change or improvement is needed.
2) Planning and Programming: Using the information gathered to formulate goals, identify target audiences, and develop appropriate strategies and tactics.
3) Taking Action and Communicating: Implementing the planned program and communication strategies to achieve the established goals.

4) Evaluating the Program: Assessing the program's effectiveness by evaluating its preparation, implementation, and outcomes and making necessary adjustments based on the feedback received.

The supporting and hindering factors in communication strategy include identifying communication targets, selecting and evaluating communication media, and the role of the communicator in the communication process. Each process element is interrelated and plays a crucial role in communication dynamics. According to Laswell's paradigm, each element has a specific function in the communication process (Sapienza et al., 2015). The following is an explanation for each number in the Laswell paradigm:

1) Communicator (the party who initiates and conveys the message). The communicator is responsible for compiling and sending information to the message's recipient.
2) Message (the content or information the communicator wants to convey to the recipient). Messages include ideas, thoughts, or information that you want to communicate.
3) Media (a channel or means the communicator uses to convey messages to the communicant. Media can take various forms, such as print media, electronic media, or other communication channels).
4) Communicant (the message recipient who receives and interprets the information the communicator conveys. The role of the communicator is crucial because he is the target or audience who is expected to respond to the message).
5) Effect (the result or impact that arises after the message is delivered to the communicant. The effect of communication can be a change in the communicant's knowledge, attitudes, or behavior in response to the message received).

2) 4P Key Element of Marketing

According to (Kotler & Keller, 2016) the four variables in marketing mix activities have the following components:

1) Product

Kotler and Keller define a product as offered to a market that captures attention, facilitates acquisition, use, or consumption, and satisfies a want or need. This differs from Stanton's opinion, as quoted by (Alma;, 2018), which defines a product as follows: "A product is a set of tangible and intangible attributes, including packaging, color, price, manufacturer's prestige, and retailer's reputation that buyers can accept as an offer they desire." Products can include product variety, quality, design, features, brand name, packaging, sizes, services, warranties, and returns. The more a product can meet consumer desires, the higher the sales and profits for the company.

2) Price

According to (Kotler & Armstrong, 2018), "Price is the amount of money charged for a product or service or the sum of the value that customers exchange for the benefits of having or using the product or service." Price may include list price, discounts, allowances, payment period, and credit terms. The better the pricing strategy the company offers, whether cash pricing strategy, discounts, or credit pricing, the happier consumers will be, leading to their willingness to purchase the product.

3) Place

Place refers to where customers can buy products or services and how to access them. This includes distribution channels, logistics, market coverage, and service levels. According to Lamb, as cited in (Kurniawan & Astuti, 2012), selecting a good location is a crucial decision:

a) Because location decisions have a permanent and long-term impact, whether the location is bought or rented.
b) The location will influence the future growth of the business. The chosen location must be capable of experiencing economic growth so that the business can survive.

c) If the value of the location deteriorates due to environmental changes that can occur at any time, the business may need to relocate or close.

4) Promotion

(Kotler & Keller, 2016) Kotler and Armstrong (2016) suggest that sales promotion consists of short-term incentives to encourage purchasing or selling products or services. Promotion can include channels, coverage, assortments, locations, inventory, and transport. By choosing suitable promotional media and reaching a wide enough audience, all information intended for consumers, whether about new products or additional benefits for consumers, will be well received. Thus, it can convince consumers to purchase the product (Devy & Sinulingga, 2018)

c. Integrated Marketing Communication

According to (Fill, 2009), in marketing communications, there are components of Marketing Communication Tools that can be used as IMC strategies in various combinations of different functions according to the target consumer or community. In simple terms, the definition of Integrated Marketing Communications (IMC) is "The process of managing customer relationships aimed at increasing brand value." IMC is "The process that involves related functions to create and maintain profitable relationships with customers and related parties by controlling and strategically influencing all messages conveyed to these groups, as well as encouraging specific dialogue with certain goals" (Firmansyah, 2020).

IMC is a process in which a company carefully coordinates these promotional elements to interact with customers and build clear, consistent, and attractive messages about an organization and its products (Kotler & Armstrong, 2018, p. 427). Furthermore, (Kotler & Keller, 2012) describe eight elements or tools of the marketing mix commonly referred to as the IMC tools of a company, institution, or organization:

1) Advertising: Mass communication promotion to attract consumer trust. Advertising also involves delivering messages or information packaged attractively in non-personal presentations and promoting ideas, goods, or services through sponsorship, online or print media.
2) Sales Promotion: A promotional strategy providing vouchers, coupons, discounts, etc., as an offer to consumers. Sales promotions can attract audience attention towards the introduced products or services.
3) Events and Experiences: Activities designed by the company to sponsor various activities and programs, aiming to create interaction or daily engagement related to the brand.
4) Public Relations & Publicity: This department is responsible for all programs that promote and protect the company's image. It also maintains good relationships with internal and external parties. Additionally, important information related to the company, institution, or organization is published on official platforms to be recognized publicly and maintain a positive image among the public.
5) Personal Selling: This involves sellers explaining a brand's features directly to buyers. It is a direct face-to-face interaction with one or more potential buyers to engage, present, answer questions, and offer products or services to the target market.
6) Direct Marketing: This method utilizes mail, telephone, fax, email, or the internet to communicate directly with specific customers and prospects and solicit a response or initiate dialogue.
7) Interactive Marketing: Includes online activities and programs designed to engage customers or potential customers directly or indirectly. This marketing aims to increase awareness, improve the image, or create sales of products and services.
8) Word-of-mouth marketing is a form of oral, written, and electronic communication between individuals about their experiences or advantages of previously used products or services. This

communication includes sharing information and evaluations about the products or services through various communication platforms.

d. AISAS Model

One strategy for marketing products or services is using internet media or digital marketing. This is because people can easily access and quickly disseminate information. In communication planning, a model regulates this communication process called the AISAS model (Attention, Interest, Search, Action, and Share).

According to (Sugiyama & Andree, 2011), AISAS is a communication process model that describes the consumer journey of noticing a product or service (attention), which then triggers interest in seeking further information (search) about the product or service. This information search process can be conducted through various channels such as official websites, online media, or discussions with family and friends who have experience with the product or service. Based on the information gathered and provided by the company or institution, consumers then review and thoroughly evaluate, considering the reviews and opinions of those who have used the product or service. If the consumer's positive evaluation or review is positive, they will purchase (action). After making a purchase, consumers play a role in spreading information through word-of-mouth communication, either by directly talking to others or by posting their comments and impressions on the internet, also known as sharing. The following are the explanations of the AISAS model according to Sugiyama and Andree (2011):

1) Attention: This stage is when consumers become aware and pay attention to a product or service they know. At this stage, consumers are only aware and have no interest, so the marketing team's task is to introduce the product or service with attractive graphics to catch their interest.
2) Interest: After consumers become aware of the product or service, they will be interested in what is advertised. At this stage, there are two possibilities: first, consumers feel interested and want to know

more about the product or service; second, consumers feel interested but have no intention of learning further.

3) Search: This stage continues the consumer behavior of being interested in the product or service and curious enough to search for more information. Consumers usually conduct searches through online media such as websites and social media or by asking people who know about the product or service, who will then provide reviews based on their experiences.
4) Action: This is an essential stage because it follows the consumer's decision to purchase a product or service. The consumer decides to purchase or use a product or service after being interested and obtaining sufficient information.
5) Share: Typically, after using a product or service, consumers will share their experiences and provide evaluations in the form of reviews, feedback, testimonials, recommendations, etc., whether in satisfaction or disappointment. This stage plays a significant role in the value of a product or service in the community because it can influence trust and lead to the consideration of satisfaction in purchasing the product or service, or it can also lead to word-of-mouth communication.

F. Research Method

1. Types and Research Approaches

This study adopts a descriptive qualitative approach grounded in the theoretical frameworks of communication strategy and marketing communication. In this context, qualitative research seeks explore the communication strategy implemented by the International Office of UII in attracting international students. The qualitative research method aims to understand the phenomena experienced by research subjects through descriptive means, employing words and language within a specific context and utilizing various scientific methods.

In qualitative research, the process involves systematically searching and organizing data obtained from the field through in-depth interviews, field notes, and other materials, so that the results are easy to understand (Sukmawati & Nasir, 2023). The strength of this qualitative research lies in its ability to capture various forms of data, including informant stories, photographs, notes, and other materials incorporated into the research documents. Through the chosen method, the researchers aim to discern the marketing strategies, particularly those related to communication strategies, implemented by the International Office of UII. Moreover, it unveils the nature of the relationship between researchers and respondents, providing detailed insights into the communication strategies deployed by the International Office of UII.

Grounded in post-positivistic principles, qualitative research interprets the social reality in the field and delves deep into the meanings embedded in the research data (Sugiyono, 2017). In this case, the exploration revolves around narratives and explanations of the communication strategy, including marketing communication, through the lens of the social media management team serving as the digital marketing arm of UII. Through the chosen method, the researchers aim to discern the marketing strategies, particularly those related to communication strategies, implemented by the International Office of UII. Moreover, it unveils the nature of the relationship between researchers and respondents, providing detailed insights into the communication strategies deployed by the International Office of UII.

2. Period and Location of Research

This research was conducted from January to June 2024 and focused on the Universitas Islam Indonesia (UII), especially the Directorate of Partnerships/Office of International Affairs of UII. This location was chosen because UII is one of the universities in Indonesia that has developed to international standards, has many international students, and continues to expand its capacity for accepting international students.

3. Research Informants

In this research, informants or sources were selected using a purposive method based on specific criteria to ensure the data obtained was more in-depth and aligned with the research objectives. This research's primary sources of information involve the Director of the UII International Office, Partnership division staff who specifically carry out national and international cooperation, and Mobility division staff who specifically handle mobility and international programs at UII. Additionally, this research also uses two international students who have studied at UII as sources of information. These informants, particularly the international students, serve as the targets and measures of success for the communication strategy implemented by UII's International Office.

4. Data Collection Techniques

a. Observation

Observation was conducted to directly witness and analyze the communication strategies implemented by the International Office of UII. The research will be focused on examining successful communication strategies and promotional programs that have effectively reached their target audience (Fiantika et al., 2022).

b. Interview

In-depth interviews were conducted with key informants, including the Vice-Rector for Partnership and Entrepreneurship of UII, the Director of the International Office of UII, staff members specializing in mobility, cooperation, and international programs at UII, and two international students studying at UII. The researcher chose the free guided interview method (Yusuf, 2016). It emphasizes that in-depth interviews are crucial for collecting information directly from research informants. The interview technique was structured and in-depth, guided by predetermined interview guidelines.

c. Document Study

The study was utilized document sources related to communication strategies and marketing from the International Office of UII. As (Sugiyono, 2017) notes, "Secondary data is typically provided indirectly, often in the form of documents or through intermediaries." Secondary data, including documents and content from selected sources with social media marketing value, were complemented primary data obtained from observations and interviews.

5. Data Analysis Method

a. Data Reduction

Data reduction involves transcribing interviews and selecting key points relevant to the theoretical concepts. Theoretical frameworks related to communication strategies and marketing communication, such as those proposed by experts in the field, were guided the data reduction process.

b. Data Presentation

The reduced data is presented through descriptive narratives that answer research questions and align with the targeted data. The data presentation aims to clearly understand the communication strategies employed by the International Office of UII.

c. Conclusion Withdrawal

Conclusion was drawn based on the analyzed data, with limitations highlighted suggestions for further research. The conclusion was derived from well-structured and comprehensible data to contribute to a deeper understanding of the communication strategy of the International Office of UII in attracting international students.

CHAPTER 2
GENERAL DESCRIPTION OF RESEARCH OBJECT

A. International Office of Universitas Islam Indonesia

1. Overview

Universitas Islam Indonesia (UII) is committed to perfecting the integration of Islamic values in education, research, community development, and Islamic endeavors. UII's mission is to preserve the teachings and values of Islam through the development and dissemination of knowledge, technology, culture, and the arts, producing individuals who possess leadership skills, knowledge, professionalism, independence, and moral and ethical responsibilities. Within the framework of these values, the university is dedicated to excellence in quality assurance.

To strengthen UII's international dimension and develop participation in various international activities, UII has established the International Office, which is under the Directorate of Partnerships/Office of International Affairs (DKKUI). The Directorate of Partnerships/Office of International Affairs of UII is at Sardjito Building (3rd Floor) UII Integrated Campus, Jl. Kaliurang KM 14.5 Yogyakarta 55584 Indonesia.

The International Office of UII plays a crucial role as a support system for strengthening UII's internationalization and collaboration with partners outside UII, including partnerships with government, industry, academic, higher education institutions, schools, and others. Some activities carried out by the International Office of UII include establishing partnerships both domestically and internationally, collaborating for entrepreneurship development, managing credit transfers abroad or double degrees abroad, organizing visiting professor programs abroad, overseeing international UII students or lecturers in both lectures and internships and seeking and promoting international admissions programs.

2. History

The International Office of UII was established in 2014. Before becoming the International Office of UII, it started as the Faculty of International Program, then became the Directorate of International Program, until it became the Office of International Affairs from 2014 to 2018, with Wiryono Raharjo as the director. In 2018, there was a merger between the Directorate of Cooperation and Alumni (DPKA), the Directorate of International Program, and the Directorate of Student Affairs UII into the Directorate of Partnerships / Office of International Affairs, with the fourth vice rector being Wiryono Raharjo. DPKA focuses on careers and alums only, while DKKUI has been active since 2018.

3. Role and Function

The International Office of UII plays a crucial role as a supporting system in strengthening UII's cooperation with partners both domestically and internationally. These partners come from various backgrounds, including government, industry, academia (universities and schools), media, and civil society organizations or NGOs. Collaboration with these partners represents the concept of pentahelix, which depicts the diverse sectors involved in UII's development efforts. As part of its primary functions, the International Office of UII coordinates and implements activities related to international mobility and internationalization at UII. In this context, the International Office of UII plays a significant role in facilitating various international programs and projects undertaken by UII. Thus, the in serves as a vital hub in expanding UII's cooperation network globally and enhancing the university's international engagement and exposure.

According to the uii.ac.id website, the International Office of UII has several roles and functions as follows:

a. Evaluating and extensively executing international collaborations with foreign partner institutions.
b. Providing services for international students, including immigration arrangements, campus orientation, and academic consultations from preparation before arriving at UII until completing their studies.

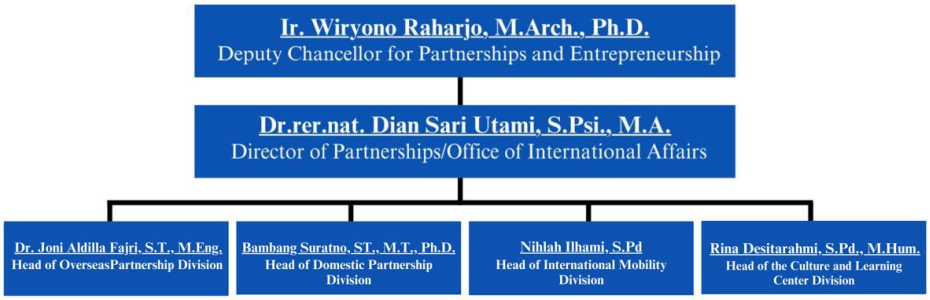
c. Assisting in the academic process and UII students participating in collaborative programs with partner universities abroad.
d. Supporting the development of collaborations for guest lectures and foreign research affiliations with UII.

4. Purpose

Establishing the International Office of UII aims to strengthen the internationalization process within the UII environment. In the current era of globalization, economic, geographical, and cultural contexts are increasingly interconnected, with internationalization serving as a primary driver. One crucial factor in internationalization efforts is the presence of international students. Therefore, UII has entrusted the International Office with developing specialized programs to attract international students. This is an integral part of UII's strategy to achieve success on a global scale. Acting as a catalyst and medium, the International Office of UII plays a role in developing internationalization through various aspects, ranging from curriculum to student mobility and other programs.

5. Organizational Structure

The organizational structure of UII places the Rector as the highest responsible authority, assisted by four Vice-Rectors. One of them is the Vice-Rector for Partnerships and Entrepreneurship, under whom there are three directorates: the Directorate of Entrepreneurship Development Hub, the Marketing Directorate, and the Directorate of Partnerships and International Affairs Office. The Directorate of Partnerships and International Affairs Office has three official divisions and one unofficial division. De facto has four divisions, but only three are officially recognized. The first division is the International Mobility Division, followed by the Foreign Partnerships Division and the Domestic Partnerships Division. The fourth division is the Culture and Learning Center, which operates under the International Affairs Office. Below is the arranged structure of the International Office UII's management:



Picture 1 International Office Management Structure Source: Analysis of interview data

B. International Students at Universitas Islam Indonesia

International students at UII are international students who come from various countries and continue their studies at UII. There are two types of international students at UII: full-degree and non-degree. International non-degree students' study at UII only briefly, such as in student exchanges, credit transfers, and other programs. Meanwhile, the international full-degree student category includes those who study full-time at UII, either in the undergraduate or postgraduate program. Students with a total international degree can choose from various programs, either taught entirely in Indonesian or through the International Program. Meanwhile, this research focuses on attracting international students in the entire degree category.

Currently, 104 active international students are at the Universitas Islam Indonesia (UII), consisting of the classes of 2019, 2020, 2021, 2022, 2023, and the BIPA year, as stated in the attachment. With the number of international students currently taking full degrees, the UII International Office is mapping students' countries of origin and assessing their academic achievements as a consideration in the admissions process. These international students enter through the Future Global Leaders Scholarship (FGLS), Developing Country Partnership Scholarship (KNB), and independent pathways. However, most international students are accepted through the FGLS Scholarship route. UII's international students are also dominated by Yemeni and Egyptian citizens, of which 50% come from the Arab region, both those who have applied and those who have been accepted. Although there are only a few hundred full-degree international students at UII, data shows that the number of international student admissions has increased in recent years.

CHAPTER 3
FINDINGS AND DISCUSSION

In this chapter, the researcher will be outlined the findings and discussions based on the research data gathered during interviews. The data obtained from the interviews will be addressed how the Communication Strategy of the International Office of Universitas Islam Indonesia (UII) attracts international students. Subsequently, the research data will be arranged according to the writing framework and thoughts appropriate for the needs and relevance. The data obtained from this research will be analyzed and described descriptively. The interview process was conducted online and offline, depending on the availability of the interview respondents. The following are the sources interviewed in this study:

No.	Name	Posision	Time	Interview technique/location
1	Dr.rer.nat. Dian Sari Utami, S.Psi., M.A.	Director of the Partnership Directorate/Office of International Affairs (DKKUI)	Thursday, February 22, 2024 10.00 – 10.40 WIB & Thursday, March 14 2024 20.30 – 21.15 WIB	Zoom Meeting
2	Nihlah Ilhami, S.Pd.	Head of the International Mobility Division of DKKUI UII	Wednesday, 06 March 2024 08.30 – 09.30 WIB	Director of the Partnership Directorate/Office

				of International Affairs
3	Dr. Joni Aldilla Fajri, S.T., M.Eng.	Head of the Foreign Partnership Division of DKKUI UII	Thursday, February 22, 2024 10.00 – 10.40 WIB	Director of the Partnership Directorate/Office of International Affairs
4	Farah Maetam Batch 2022	International students from the Faculty of Medicine from Thailand	Wednesday, 06 March 2024 20.00 – 20.40 WIB	Zoom Meeting
5	Hakim Batch 2021	International students from the Faculty of Civil Engineering & Planning from Uganda	Friday, February 23, 2024 20.00 – 20.40 WIB	Zoom Meeting

Table 2 List of Research Informant

A. FINDINGS

1. Communication Planning of the International Office of UII

The International Office of UII plays a significant role in supporting UII's internationalization efforts to increase the number of international students, focusing on coordinating activities related to international mobility and internationalization efforts. However, the International Office of UII needs help in seeking international students. One of the main challenges is the mismatch between targets and actual registration, as the office targets students from other Asian countries and Europe. However, most applicants come from the Middle East, often facing non-academic issues.

> *"...our target is Asia. According to the leadership's policy, this year, we aim to reduce from the Arab region. Because students from the Arab region often encounter non-academic problems."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

Another challenge the International Office faces is competition with other universities and countries, especially in targeting Islamic schools in countries like Thailand. Although Thailand is the primary target, the number of international students applying to UII from that country still needs to grow because scholarship offers from countries like Egypt and Saudi Arabia are more competitive in terms of nominal value.

> *"Until now, no applications have come from Thailand, even though we target Thailand... because Thailand receives attractive offers from Egypt from Saudi Arabia, which provide more competitive scholarships in nominal terms."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

However, UII has excellent potential to attract more international students from various countries, not just from the Middle East and Asia. UII's reputation is already well-known internationally, as stated by Mr. Aldi, head of the International Cooperation division.

> *"Regarding UII's international reputation, we have engaged in various activities with foreign partners. So, UII is already quite recognized in several countries."* (Joni Aldilla Fajri, Head of Overseas Partnership Division, Thursday 22 February 2024).

The International Office consistently strives to enhance UII's recognition and establish collaborations with various entities to achieve optimal internationalization targets. These efforts encompass cultivating diverse, high-quality international students and implementing measurable and targeted communication strategies. The International Office has begun devising structured plans and programs to achieve internationalization goals. The initial step they took was crafting effective communication strategies to increase UII's visibility and attract prospective international students.

The International Office of UII's communication planning begins with mapping out prospective international students and foreign schools, followed by devising specialized programs to attain these objectives. The initial stages involve seeking assistance from specific entities to obtain school recommendations, including current international students, alumni, the government, and other recommendation sources.

> *"To recruit international students, we look at alumni or our students currently studying here, international students studying at UII, that is first. Secondly, it is from foreign embassies or missions. Then thirdly, from the Indonesian Embassy, and then with partner schools abroad, we try to identify."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).

Additionally, several overseas secondary schools are designated as targets to attract international students, with predetermined criteria serving as guidelines in program planning. Moreover, prospective international students' criteria are also considered relevant data in their program planning.

> *"Then we have also mapped out which countries our international students mostly come from, their academic track records, their level of activity, and their participation in events. We explore whether we can promote to those countries. There are also many students from Islamic schools. Sometimes, they struggle to find Islamic universities. That becomes a discourse that we eventually explore."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).

The International Office of UII periodically organizes promotional programs involving direct visits to several countries and regions identified as primary targets in their communication strategy. They visit secondary schools and higher education institutions in various countries to provide information and recommend UII as a further education option for their prospective international students.

The UII International Office adopts a structured communication strategy to attract international students, starting within its organization. Several steps include:

a. Assigning responsible staff

b. Developing messages or materials for the audience
c. Selecting appropriate media or communication channels to disseminate information
d. Evaluating programs based on performance and communication effects
e. Achieving established communication goals

Beginning with UII's International Office designating personnel responsible for introducing and promoting UII at two stages or levels. They often assign staff to conduct promotions abroad and establish relationships with partners and other stakeholders. Promotions carried out by the UII International Office involve all staff. In contrast, at the strategic level, it typically involves senior officials such as Vice-Rectors, Directors, or Heads of the Foreign Cooperation Divisions. As explained by the Director of UII's International Office:

> *"Every one of us at DKKUI has been abroad for as long as possible. So, everyone must know how to promote UII...Well, then, for cooperation, that is at a strategic level, specifically for mobility. It is, of course, with Mrs. Nihlah. "But when it comes to overseas collaboration, it is usually me, Mr. Aldi, Mr. Wing."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).

The Director of the International Office of UII mandates that all staff members be capable of promoting abroad. The Director of the International Office of UII and division heads, along with the Vice-Rector for partnership and entrepreneurship, also participate, specifically at the strategic level. Strategic levels include attending major international events, signing cooperation agreements and MOUs, or seeking foreign partnerships. Thus, all International Office of UII staff members are involved in promotional activities without exception. For partnership areas, it is done by the Director and division heads and assisted by the Vice Rector at a higher level.

In promoting UII abroad, the conveyed message must capture public attention. One of the taglines the International Office of UII uses is, "It is your time; find your future at UII." This tagline is displayed on the official international student

admissions website and included in brochures and other social media posts. Not only engaging taglines but also the messages conveyed by the International Office of UII team when presenting UII involve introducing UII generally by showcasing facilities and programs and providing scholarship information to attract the audience to become UII students.

> *"We introduce UII first. "What kind of study programs do we have, what are the facilities, and what is the general information about UII? Then we will move on to the scholarship offer."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

To introduce UII widely to the international community, the International Office employs various means to communicate and interact with international audiences. One of its key strategies is developing communication media to disseminate information about UII and the international student admission process. These communication media allow the International Office to convey messages directly to the audience by attending special events and providing traditional promotional materials such as printed brochures or others.

Furthermore, the International Office also utilizes online communication media, such as websites and social media, to disseminate information to international audiences. The UII website is the official platform used as a comprehensive source of information about UII's profile, the international student admission process, and other important announcements. By leveraging these online media, the International Office can more effectively convey information to prospective international students and expand UII's promotional reach globally.

> *"Especially the website. We are maximizing the website to become a source of information. That information is crucial because it describes the profile, yes, UII's profile. And those partners usually use websites."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).

Aside from the website, social media frequently conveys critical information and is used as a promotional medium. The International Office of UII's social media

platforms include Instagram, Facebook, and YouTube. Instagram is the most active and frequently used platform.

> *"Then we also use social media because we record our activities with foreign students, and then we put them on social media, be it YouTube or Instagram."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).

Thus, the International Office of UII disseminates online and social media information. Moreover, to support more effective promotional activities, the International Office of UII relies not only on social media or online platforms but also conducts direct promotions, as previously mentioned. They also formulate several promotional programs and collaborate with target institutions or entities.

The final step in developing an effective communication strategy by the International Office of UII is evaluating each implemented program and holding coordination meetings for upcoming programs. This evaluation includes analyzing the outcomes and effects of communication. The evaluation of international student admissions is conducted to ensure that the communication strategy implemented can achieve the predetermined objectives and provide maximum benefits to all involved parties. The following are some interview quotes and explanations of the findings:

> *"Our collaboration management still needs to be optimal. So, this is what we strive to settle... This includes creating innovative mobility programs. Our team members have limitations in designing programs. Firstly, it is within ourselves, within the team. Because somehow, it is up and down like that. The second thing concerns innovation, continuing learning, improving, and forging new bonds. Moreover, the third is not about loyalty but commitment.* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).

Based on the above quote, collaboration management at UII still requires improvement. There are efforts to develop innovative mobility programs, but the team faces challenges designing them. This is due to internal factors such as fluctuating levels of motivation. To address this, the team must continue learning, innovate, and commit firmly to their tasks. Evaluating implemented programs is

crucial to identify areas for improvement and ensure the team continues to grow professionally.

> *In our case, regulations need to be revised. The exchange regulations, scholarship regulations, and SOPs must be reviewed because they are outdated. It's crucial that they are re-evaluated to provide clarity and ensure everyone is confident in their roles. The role of the International Office and program boundaries need clarification. Because sometimes it seems like everything falls on the International Office.* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

The head of the international mobility division emphasizes the need to update regulations, such as exchange and scholarship regulations and SOPs, to keep up with the times and avoid confusion. Evaluation is needed to clarify the roles and boundaries between the International Office and the study programs, as often all responsibilities seem to fall on the International Office. Reviewing and updating regulations will help create a more transparent and efficient framework, reducing unnecessary administrative burdens. Additionally, there is an evaluation of the target market, international student applicants, which is usually done close to the intake of new international students, around February and January. Based on the results, the number of incoming international student applicants and their countries of origin are evaluated to ensure they align with the targets.

> *"Although it may need to be re-evaluated regarding the target countries. For example, despite our efforts in Thailand, there have yet to be any applicants. So, we need to re-evaluate and, maybe next year, consider whether to target Thailand still."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

There is a need to reevaluate the target countries for collaboration. For instance, despite efforts in Thailand, there have yet to be any applicants from there. Therefore, a review is necessary to determine if collaboration with Thailand is still relevant for the coming year. Evaluating target countries will help the International Office allocate resources and promotional efforts more effectively. Apart from internal evaluations, regulations, target markets, and systems, another crucial aspect is

building collaborations, as the Head of the International Cooperation Division emphasized.

> *"We continue to evaluate collaborations with each university. The second is to increase the implementation of collaborations for each department. Moreover, the reporting system needs to be more systematic. So, we can evaluate at the end of the year, but this year, we will evaluate every three months like that.* (Joni Aldilla Fajri, Head of Overseas Partnership Division, Thursday 22 February 2024).

This highlights the importance of evaluating collaborations with partner universities and increasing the implementation of collaborations for each department. The non-systematic reporting system also needs improvement, with evaluations conducted more frequently every three months to ensure collaborations run smoothly. Periodic evaluations will help identify issues early on and allow for necessary adjustments to improve program effectiveness. The International Office of UII can continuously enhance its communication strategies by conducting thorough and periodic evaluations, ensuring that the implemented programs provide maximum benefits.

2. Marketing and Communication of International Office of UII

a. 4P (Marketing and Communication Elements)

Research findings on the International Office of UII's efforts in attracting prospective international students through marketing activities found elements within the 4Ps of marketing as follows:

1) Product

One of the attractions for prospective students to apply is the scholarship offer. These scholarship offerings are disseminated through both online and face-to-face media. International students at UII can enter through self-financing or scholarships. There are two types of international scholarships at UII: the university's own Future Global Leaders Scholarship (FGLS) and government scholarships, namely the Developing Country Partnership Scholarship (KNB).

> *"There are still two more that UII manages. The first is UII's Future Global Leaders Scholarship or FGLS. "Then there is another scholarship from the Indonesian government, namely the KNB from LPDP, but that is for people studying at universities in Indonesia."* (Dian Sari Utami, Director of DKKUI, Thursday, February 22, 2024).

Most international students who apply to UII do so through scholarships, particularly the FGLS scholarship. The Director of the UII international office stated that scholarship offers significantly influence the number of international students applying to UII. She stated that promoting scholarships should be emphasized to increase the number of people applying to become international students at UII.

> *"Most of them are scholarship recipients. Well, this scholarship is also one way to promote. That is one way we promote UII abroad so that many people are interested in studying at UII." FGLS has the most interest, while KNB also has much interest, and many apply, but it is limited because the quota is restricted by the ministry, like 200 divided by 26, which is quite a lot. If FGLS has a larger quota."* (Dian Sari Utami, Director of DKKUI, Thursday, February 22, 2024).

The International Office of UII uses the offer of scholarships as one of the main strategies for attracting the interest of prospective international students. These scholarships serve as flagship products offered during promotional activities. One of the most sought-after scholarships is the FGLS, an internal UII scholarship for international students. The FGLS scholarship attracts much interest due to its broad coverage and additional benefits, making it a desirable option for prospective students from various countries.

In addition to offering scholarships, one of the advantages of the UII international office is its service to international students. They are beneficial to international students even before they officially become international students. UII International assists in the recruitment

process by preparing registration documents. They also assist in the departure of students who have graduated, starting with accommodation, transportation, housing, permits, etc. As explained by the head of the international mobility division below:

> *"Yes, this service can be provided since you enter. For example, from admission, they ask via email, like CSO. Yes, for example, why forget about NIU? Then, yes, we started communicating with the receptionist from there. The services can also be provided, and that is all. So before leaving, you must apply for permission requirements. The first step is to get a study permit from the Ministry of Education and Culture. For accommodation, we also help find options."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday, March 6, 2024).

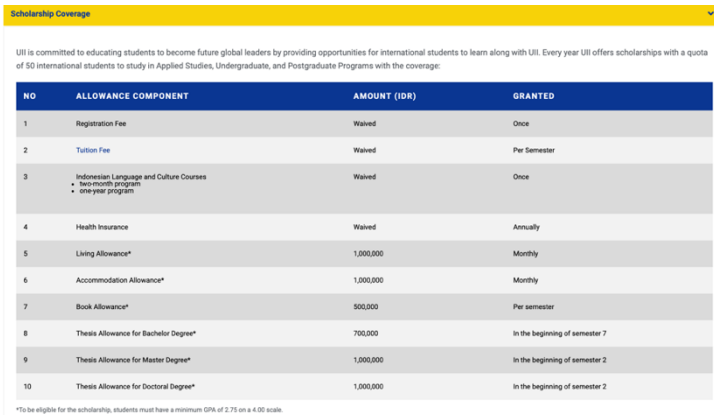
The services provided by international students are limited to assisting in the registration process and after becoming international students. The UII International Office helps them introduce culture, the environment, and everything about UII at the welcoming event. Interviews with two international students at UII revealed that they greatly appreciate the services received from the UII International Office. They admitted feeling assisted by the international office atmosphere and programs designed specifically for UII international students.

2) Price

There are three categories of fees related to the admission of international students for full degrees. First, for the self-financing route, these costs include registration fees, tuition fees, and university development contributions. This is in line with the costs required by new students at the national level. Second, the government provides the KNB scholarship. Although the international institution does not provide comprehensive details, some general information includes completion allowances, living allowances, tuition fees, research and book

allowances, health insurance, round-trip flight tickets, and publication allowances for scientific articles.

Third, the FGLS scholarship is provided by UII. Available information includes coverage of costs and additional information, which can be found on relevant web pages. In the context of the FGLS scholarship, there will be details of what is covered and additional information about the costs that may be charged to students. More detailed information sources can be found on the official UII website, helping prospective international students understand the availability and scope of scholarships offered.



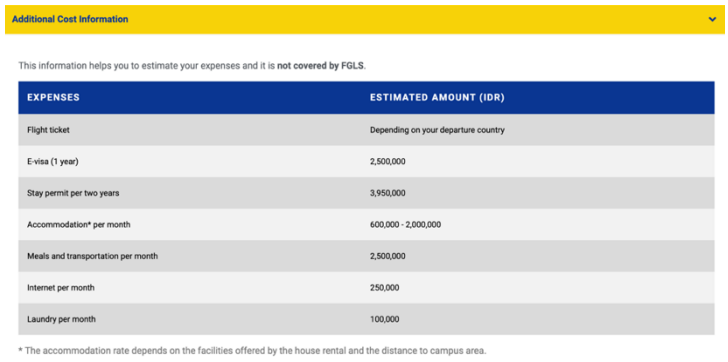
Scholarship Coverage

UII is committed to educating students to become future global leaders by providing opportunities for international students to learn along with UII. Every year UII offers scholarships with a quota of 50 international students to study in Applied Studies, Undergraduate, and Postgraduate Programs with the coverage:

NO	ALLOWANCE COMPONENT	AMOUNT (IDR)	GRANTED
1	Registration Fee	Waived	Once
2	Tuition Fee	Waived	Per Semester
3	Indonesian Language and Culture Courses • two-month program • one-year program	Waived	Once
4	Health Insurance	Waived	Annually
5	Living Allowance*	1,000,000	Monthly
6	Accommodation Allowance*	1,000,000	Monthly
7	Book Allowance*	500,000	Per semester
8	Thesis Allowance for Bachelor Degree*	700,000	In the beginning of semester 7
9	Thesis Allowance for Master Degree*	1,000,000	In the beginning of semester 2
10	Thesis Allowance for Doctoral Degree*	1,000,000	In the beginning of semester 2

*To be eligible for the scholarship, students must have a minimum GPA of 2.75 on a 4.00 scale.

Picture 2 FGLS Coverage Scholarship Information Source: https://pmb.uii.ac.id/international/scholarships/



Additional Cost Information

This information helps you to estimate your expenses and it is **not covered by FGLS**.

EXPENSES	ESTIMATED AMOUNT (IDR)
Flight ticket	Depending on your departure country
E-visa (1 year)	2,500,000
Stay permit per two years	3,950,000
Accommodation* per month	600,000 - 2,000,000
Meals and transportation per month	2,500,000
Internet per month	250,000
Laundry per month	100,000

* The accommodation rate depends on the facilities offered by the house rental and the distance to campus area.

Picture 3 Additional Fee Information FGLS Scholarship Source: https://pmb.uii.ac.id/international/scholarships/

Based on the provided table, the price categories are related to the types of support offered, particularly the FGLS scholarship. From the table, not all expenses will be fully covered by UII for prospective international students. Some costs, such as registration fees, tuition, and living expenses, are covered mainly by the FGLS scholarship. However, there are also additional expenses that prospective international students need to prepare for, such as off-campus accommodation and health insurance costs. Therefore, prospective international students must carefully consider the details of expenses not covered by UII and prepare additional funds as needed.

In addition to the academic excellence and internationalization programs offered by UII, the cost of living in Yogyakarta is also an attraction for international students. As a student city, Yogyakarta offers a relatively affordable cost of living compared to other big cities in Indonesia. Based on information from the official UII website, the monthly cost of living in Yogyakarta for international students ranges from IDR 2,500,000 to IDR 5,000,000, depending on lifestyle and accommodation choices. This cost includes accommodation, food, transportation, and other expenses. Accommodation, for example, varies from affordable student dormitories (IDR 400,000 - IDR 600,000 per month) to more comfortable apartments (IDR 1,500,000 - IDR 3,000,000 per month). Food in Yogyakarta is also relatively cheap, with food prices in the campus canteen ranging from IDR 10,000 - to IDR 15,000 per portion. Public transportation, such as city buses, is also very affordable, with ticket prices of IDR 3,600 per trip (Islamic University of Indonesia, 2024).

3) Place

One of the advantages of UII is its location in Yogyakarta, which is known as a center for education, culture, and arts in Indonesia. Life in Yogyakarta harmonizes with its strong Javanese culture and the

friendliness of its residents. Students enjoy various supporting facilities such as libraries, bookstores, coworking spaces, and entertainment facilities like shopping centers and cinemas. Accommodations range from boarding houses to rented houses with affordable living costs. Moreover, Jogja offers a variety of culinary options, good transportation, and many exciting tourist destinations, making it a comfortable place to live for students (UII, 2024a).

Furthermore, UII is also located near Mount Merapi, offering excellent air, beautiful scenery, and a conducive learning environment. The UII campus locations are spread across various areas in the city center of Yogyakarta. However, the Integrated UII Campus, spanning over 35 hectares, is situated in a suburban area on the northern outskirts of Yogyakarta. Its complete address is Jl. Kaliurang No.Km. 14.5, Krawitan, Umbulmartani, Kec. Ngemplak, Kabupaten Sleman, Special Region of Yogyakarta 55584. UII's strategic and comfortable location is an additional advantage, offering an ideal environment for learning and development (UII, 2024).

4) Promotion

The International Office of UII is primarily responsible for attracting foreign students to study at UII through various promotional activities designed to enhance UII's attractiveness to prospective international students.

> *"Including later on, those who will search for foreign students to study at UII, that is also our responsibility to conduct promotions."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).

> *"But in terms of communication for promotion, we do it in several ways. From creating IG feeds, we email invitations and organize UII open days." We also participate in international cooperation promotion activities as well. Later, we will go there. There are exhibition activities, so there is promotion."* (Joni Aldilla

Fajri, Head of Overseas Partnership Division, Thursday 22 February 2024).

Based on the above quotes, UII's promotional communication strategy includes various methods to reach prospective international students:

a) They create promotional content on Instagram (IG) and other social media platforms.
b) They distribute invitations through email to reach a more specific audience.
c) They organize events such as UII Open Days.
d) UII also participates in international cooperation activities with stakeholders or partners and attends exhibitions and promotions at international schools, providing opportunities for direct promotion at these exhibitions.

With a structured and diverse approach, the International Office of UII strives to maximize interest from international students through various platforms and events. This measured and targeted promotional strategy is expected to increase the number of quality international students at UII. Below are the forms of activities and promotional media used by the International Office of UII to attract prospective international students:

b. Promotional Activities

The International Office of UII has conducted several promotional activities to increase the number of international students. They also usually engage in outbound visits to promote UII to various secondary schools or collaborate with stakeholders. Based on interviews with the head of the International Mobility Division, they have carried out numerous promotional activities.

> *" So, from the start of the promotion, one part of it, we have also been involved, for example, in roadshows to high schools abroad, holding open days, or visits to embassies, too."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

The entire series of promotional activities conducted by the International Office falls under the responsibility of the International Mobility Division. Promotional activities include specific programs such as exhibitions, roadshows, UII open days, and embassy visits. Here are some promotional activities carried out by the UII International Office:

1) Roadshow

The International Office of UII's promotional activity is a roadshow. This activity involves visiting secondary schools abroad. Before the roadshow, the offices map out which schools they will visit based on marketing targets.

> *"So, we regularly promote to Bangkok and Southern Thailand. Then this year, we will also go to the Philippines, especially the Southern Philippines, to Davao, where we will visit Muslim schools."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

The schools visited by the International Office of UII are carefully selected. During these roadshow activities, the International Office of UII has meticulously prepared presentation materials to be delivered to the students and educators. The main objective of this roadshow is to introduce UII as one of the options for students to continue their studies at the university level.

> *"So, for example, if we are going on a roadshow, we must introduce UII in general first. "What kind of study programs do we have, what are the facilities, and what is the general information about UII? Then we will move on to the scholarship offer."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).



Picture 4 Roadshow to Santichon Islamic School Bangkok Source: Documentation from international mobility staff at the international office of UII

2) Expo

One of the regular promotional activities carried out by other international offices is education expos at several schools or universities abroad. In these expo events, the international office attends to introduce UII by promoting its facilities, scholarship offers, international admissions, and others.

> *"We usually also participate in international expos like the one currently held by Ms. Dian and Mr. Aldi, who are going to the Asia-Pacific exhibition in Australia. "So at these events, we promote UII in general; in addition to attracting partners, we also promote our FGLS scholarship."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

Participants in these exhibitions involve higher education entities, academic institutions, and government bodies operating in the field of education in Europe and surrounding regions, including the Asian region. UII's participation in several educational exhibitions is not only for promotion but also to strengthen UII's reputation internationally and to forge partnerships.



Picture 5 Education Fair in Barcelona, Spain Source: https://www.uii.ac.id/uii-hadir-dalam-pameran-pendidikan-di-barcelona-spanyol/

3) UII Open Day

The UII Open Day is an online event organized by the International Office of UII to introduce the university to the general public, prospective students, and relevant stakeholders. Its aim is to provide prospective students with comprehensive information about UII and promote the university's potential and achievements to the international community.

> *"... like that at open day's events, usually held online. The open day is the same; we introduce UII in general, then the faculties, put on videos about the faculties and study programs, then related to the scholarships we offer, details of how to register, like that."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).



Picture 6 UII Open Day 2024 Activity Poster Source: https://www.instagram.com/io_uii

4) Maintain Good Relations With Stakeholders

a) Internal Relationships

As a directorate that handles internationalization and partnerships, UII must maintain good relations with internal and external parties. In its implementation, the international office collaborates internally with other parties such as the Directorate of Academic Services, Directorate of Marketing, UII Public Relations, Faculties, and Study Programs. Collaboration and cooperation aim to help UII's internationalization, such as international mobility of lecturers and students or international student academic affairs.

> *"Same as the Academic Service Letter. However, little by little, we have started to encourage synergy, for example, when applying for leave. In the past, you could apply for leave by letter from KUI. After orientation, we usually hand it over to the respective study programs. Later in the study program, there are usually academic changes and information about what the academics are like and what the academic regulations are like. So, we have submitted that to the study program."* (Nihlah Ilhami,

Head of International Mobility Division, Wednesday 6 March 2024).

Apart from academic matters, the international office collaborates with other parties by producing reports on international activities. Overseas visits, exhibitions, international gatekeeping, expanding cooperation, or anything related to international events is usually published on the official uii.ac.id website as a report or press release. For example, in the following activity report: More than establishing good relations with other directorates is required. The International Office of UII also maintains good relations with international students and alums. The aim is to maintain UII's good name to be better known globally. Apart from that, closeness to international students can also help promote UII to friends from their respective countries.

> *"So, for example, if we are looking for international students, we can look at alumni or from our students who are studying, yes, foreign students who are studying at UII."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).

b) External Relation

An interview with the head of the International Partnership Division revealed that the International Office extensively collaborates with external parties. These collaborations encompass various aspects, such as academic exchanges, joint research initiatives, and cultural programs. Through these partnerships, UII

aims to foster global connections, enhance academic quality, and promote cultural understanding.



Picture 7 Internationally at the 2023 APAIE International Forum Thailand Source: https://www.uii.ac.id/uii-perluas-jejaring-internasional-di-forum-internasional-apaie-2023-thailand/

> *"Okay, for the party we are collaborating with, it is the university; that is our main target. Second, we also collaborate with industry. The third might be international students, who we can invest in there with others. One more thing, there are also NGOs. However, there may not be too many NGOs."* (Joni Aldilla Fajri, Head of Overseas Partnership Division, Thursday 22 February 2024).

From this description, several parties are targets of collaboration:

(a) University: The main goal of collaboration is to become a liaison between departments and the community for international program activities at UII.

(b) Industry: Collaboration with industry to implement various programs, such as staff or lecturer exchanges and investment in international students.

(c) Government: This includes collaboration with embassies or the Embassy of the Republic of Indonesia (KBRI), such as the Indonesian Embassy in Yemen, to disseminate information regarding future global leadership.

(d) Non-Governmental Organizations (NGOs): Although they are not the main target, collaboration with NGOs can help

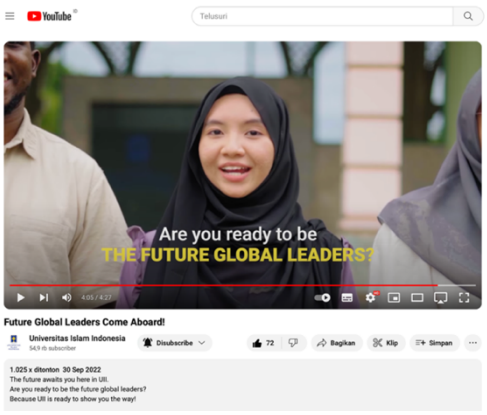
broadcast or disseminate information and support activities carried out by several campuses.

c. Promotional Media

1) Video

UII's international offices make few advertisements to promote UII. Likewise, with international mobility programs, information is only uploaded on social media. The only advertisements displayed during the promotion were UII profile videos with stories of international students who used English. This video is a promotional tool to introduce UII.

> *"Because there are videos too, this was assisted by the Marketing Directorate for the talents, who were foreign students themselves. "Later, it can also be accessed on YouTube or opened at uii.ac.id. Below is a special video about the talents of foreign students, which we use for promotion."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).



Picture 8 FGLS Video Advertisement Source: https://youtu.be/c6xYPSle_-I?si=XAuQ54e8uaIfTYzG

2) Booklet

Print booklets, brochures, or soft file forms must be brought during promotional activities. The booklet provides very complete information

about UII, as on the official website pmb.uii.ac.id. It is brought and distributed when promoted to schools, exhibitions, or meetings with stakeholders.



Picture 9 2024 FGLS Booklet
Source: https://pmb.uii.ac.id/international/scholarships/

3) Merchandise

To attract the audience's attention, when carrying out promotional activities, the international offices of UII usually distribute several souvenirs. For example, they give them to students at school during roadshows or exclusively to teachers as a form of appreciation and thanks.

> *"Usually, we give souvenirs, for example, a quiz, and then if those who can answer it will be given a special souvenir. "Then the school also, the teacher, usually remains the guidance and counselling teacher, who helps with the event; that is how it is."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).



Picture 10 UII Merchandise Source: International office of UII

4) Poster

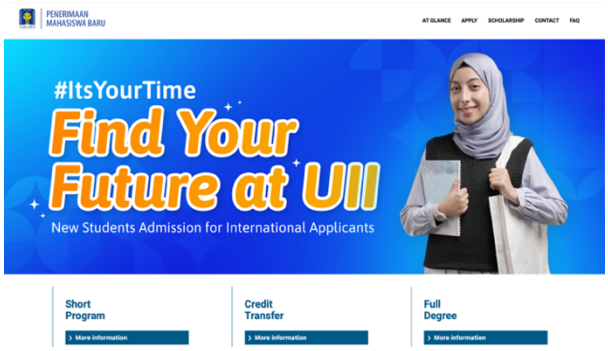
The International Office of UII only makes posters if important information regarding international mobility activities, activity information, and new international student admissions are included. These posters are usually shared with several groups or uploaded to social media. When the poster was distributed to the Io group, UII asked international students for help sharing it with their friends, especially information related to international students or scholarship information.



Picture 11 Poster about 2024 KNB Scholarship Information Source: https://www.instagram.com/io_uii

5) Website

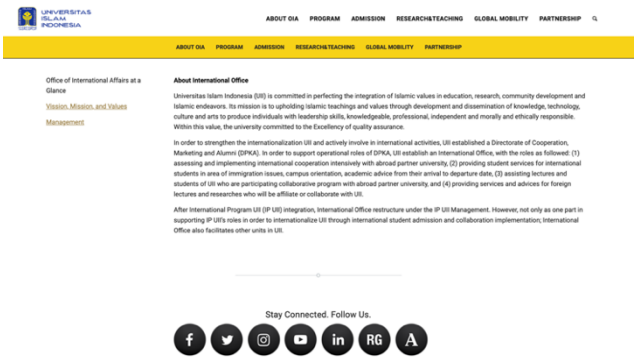
The website is a complete information centre for prospective international students who want to know about UII. All information regarding international student admissions is also available on the pmb.uii.ac.id website and is written in English. Information on new international student registration and local students registering at UII is also available via this website.



Picture 12 Official Website for New International Student Admissions Source: https://pmb.uii.ac.id/international/

Apart from academic matters, the international office collaborates with other parties by producing reports on international activities. Overseas visits, exhibitions, international gatekeeping, expanding cooperation, or anything related to international events is usually published on the official uii.ac.id website as a report or press release. For example, in the following activity report: More than establishing good relations with other directorates is required. The International Office of UII also maintains good relations with international students and alums. The aim is to maintain UII's good name to be better known globally. Also, closeness to international students can help promote UII to friends from their countries.

> *"Well, this is a website. We do not have a website that specifically has KUI. "This is our website, which is still attached to uii.ac.id, but we are updating it now."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).



Picture 13 Official website of the UII International Office
Source: https://www.uii.ac.id/international/about-oia__trashed/office-of-international-affairs-at-a-glance/

6) Social Media

Researchers found several social media, such as Instagram, YouTube, and Facebook. Here are some of the International Office of UII's social media: YouTube (@partnershipandinternationa5546), Facebook (@Uii International Affairs Office), and Instagram (@io_uii). Of all social media, only Instagram looks active. During an interview, Mrs Dian, director of the UII international office, also confirmed this.

> *"We are trying to utilize existing social media. First Instagram. What exists means what exists and can be managed because we have Facebook. "Tape can finally be touched only by Instagram... YouTube is still not optimal."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).



Picture 14 The Official Instagram of the UII International Office Source: https://www.instagram.com/io_uii

Apart from social media managed by the International Office of UII, there is also the main social media, namely UII, which is managed by the marketing director. The International Office of UII still recommends using all UII social media when carrying out promotions, as stated in booklets, brochures, or other promotional tools.



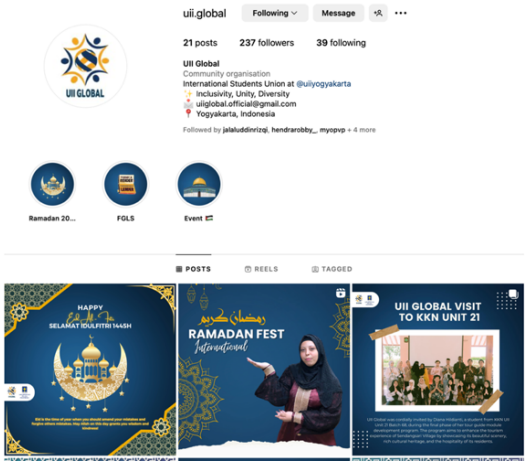
Picture 15 UII Social Media Information in Booklet Source: International office of UII

7) Media Volunteer and Content with Different Languages

An interesting discovery from the promotion was that the UII international office did not manage social media and websites. The first is social media content created by UII international students as a whole, and

there is also social media for international students from certain countries, such as Thailand. Second, content uploaded by foreign individuals or institutional accounts not recognized by UII features content in different languages, such as Arabic, Thai, and others. The content they upload is about their activities at UII, and there is some promotional content that invites people to register at UII.

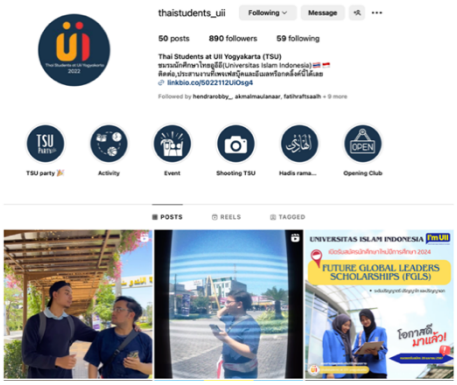
> *"Then at UII Global, on UII Global's Instagram, they also create interesting gimmicks for their friends, fellow countrymen, or candidates from other countries."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).



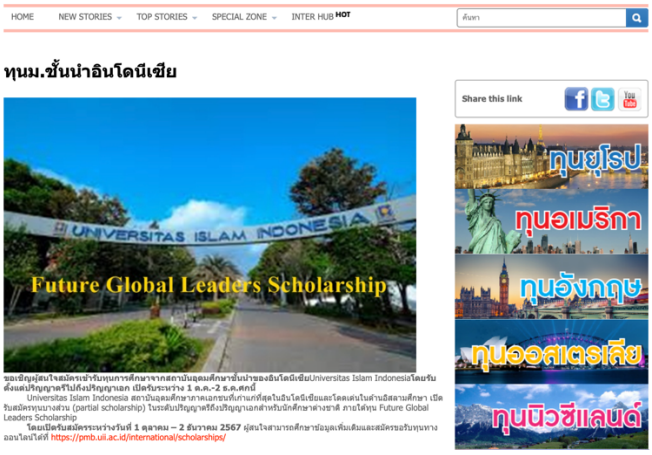
Picture 16 The Official Instagram Account for UII International Students Source: https://www.instagram.com/uii.global

Instagram has become an international extension of UII, introducing and promoting UII to a wider international audience. Users voluntarily upload content on social media and share it with friends from their respective countries.

> *"The promotion does not just come from us, right? However, we used global UII earlier. So UII Global, which is Southern Union, is an extension. Because at UII Global, it is the UII International Students' Union, right? "Then underneath that is the Thai Foreign Students Association at UII."* (Dian Sari Utami, Director of DKKUI, Thursday 22 February 2024).



Picture 17 The official Instagram Account of Thai International Students Source: https://www.instagram.com/thaistudents_uii



Picture 18 FGLS Scholarship Information in Thai on website

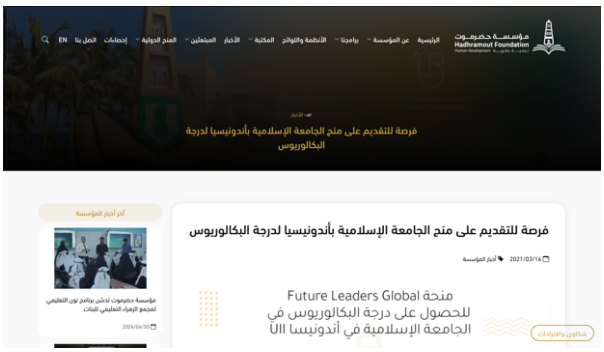
Source: http://th.interscholarship.com/somkiat2013/5302

Information on the internet has become a medium for promotion and information. With the existence of social media and websites, prospective international students usually want to know about UII and find out about UII scholarships. Researchers discovered interesting facts when interviewing the head of the international mobility division, who discussed scholarship information on the internet.

> *"One time, I found that our scholarship information was in Arabic, what language it was on a special website for scholarships for those who want to go to Indonesia, but from all over the world; I do not know who took that information, I*

found it on a website portal, and it was all in Arabic, and That seems to be what attracts the Middle East." (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

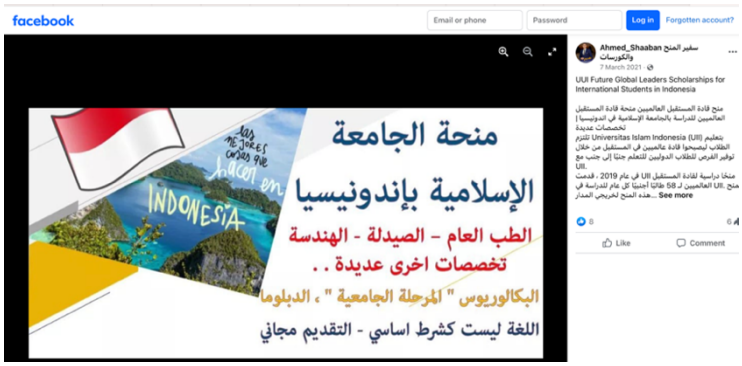
Based on the interview above, what is unique is that the number of international students from the Middle East, especially Yemen, is increasing even though the International Office of UII has never been promoted directly there. This could be because the FGLS UII scholarship information is distributed in Arabic. In searching for research on the internet, many people voluntarily create information on websites or make videos on YouTube. Some make posters, which they then share on their respective Instagram and Facebook. They explained the FGLS UII scholarship in detail, and some also wrote a tutorial on registering, which was delivered in Arabic.



Picture 19 FGLS Scholarship Information in Arabic on The Hadhramout-Foundation Website Source: https://hadhramout-foundation.org/ar/news/show/585



Picture 20 FGLS scholarship Information in Arabic on YouTube @DoctorElMina7 Source: https://www.youtube.com/watch?v=IEIPtCsOB2I



Picture 21 FGLS scholarship Information in Arabic on Ahmed Shaaban's Facebook Source: https://images.app.goo.gl/M7V9PXgGjpR5owty8

The Head of the International Mobility Division stated that promotion through information on the internet has a greater influence on the arrival of prospective international students than visiting in person because it has been proven.

> *"Sometimes, we come to a few roadshows and get one. However, that was it; this language plays an important role, right? Arabic has been proven because many of our students are from the Middle East. Moreover, the applicants, if you can count them, are mostly from the Middle East and Arabia. "I thought, oh yes if the results from the roadshow, the results from the open days are not significant."* (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

Therefore, the international office of UII and third parties volunteer to promote UII, especially FGLS scholarships, to the international world. In addition, information is distributed in various languages that interest prospective international students, such as Arabic. This made the Head of the International Mobility Division state that promotion by visiting abroad only brings in a few international students. However, most of them come from the Middle East, a potential target for promotion that can be further explored.

3. International Students' Behaviour towards UII International Admissions

When attracting international students, the International Office of UII must be aware of UII beforehand. To gain public attention, UII's name must be recognized internationally, particularly in target markets such as specific countries or high schools abroad. The International Office of UII's efforts in executing various programs have resulted in the public's awareness of UII.

> *"To make UII known internationally, engaging in numerous activities with international partners is essential."* (Joni Aldilla Fajri, Head of Overseas Partnership Division, Thursday 22 February 2024).

The International Office of UII has achieved recognition in the international public sphere through various methods and programs. This includes the dissemination of information about UII, both officially and unofficially, as evidenced by data gathered during this research. Two international students were interviewed and asked about their experiences of learning about UII before being officially accepted as international students.

> *"So, upon my lecturer telling me about UII, I visited their website. I read about UII and read through it and looked at its statistics and reputation."* (Hakim, International Student, Friday 23 February 2024).

> *"...So that is how my father knew about UII, there are scholarships at UII. That is how I learned about scholarships here, through my father, and that is how I first learned about UII."* (Farah Maetam, International Student, Wednesday 6 March 2024).

Based on these interviews, both international students learned about UII from others, specifically from people close to them. Eventually, they faced many choices of universities in which to continue their studies. However, because they learned about UII from trusted sources, they paid attention to UII and ultimately sought more information.

International students' interest in UII can be seen from the moment they learn about UII, either from others or through their research. Various factors contribute to this interest, such as the desire to continue their studies, the appeal of studying abroad, recommendations from close associates, scholarship offers, UII's facilities,

or the experiences of others who have studied at UII. Here are the reasons international students have sought to learn more about UII:

> *"I got love and interest to join the Islamic University of Indonesia when I visited their website. I saw their ranking and qualifications."* (Hakim, International Student, Friday 23 February 2024).

> *"I was interested in UII initially because the scholarship offer was attractive, the mission and vision were very appealing, and my parents also wanted me to study medicine. UII offered medical education and a chance to integrate with religious studies, which was a significant factor for me and my family."* Farah Maetam, International Student, Wednesday 6 March 2024).

The International Office of UII's communication and marketing strategies are significant factors in attracting the audience's interest in learning more about UII. The information available to the public increases international students' interest and intention to apply to UII.

The audience can search for more in-depth details about UII, especially international admissions, through all the information on websites and social media. Additionally, they can ask the staff at the International Office of UII or people familiar with UII for reliable information. Typically, only those genuinely interested and intend to apply to UII will search for information, even reaching out to the International Office for assistance with the official international admission process. This was evident from the international students interviewed in this research.

> *"I just visited their website, read about it, and searched more about its rankings, how they rank, and accreditation. That made me interested in joining UII."* (Hakim, International Student, Friday 23 February 2024).

The information about UII and the international admission that international students receive is from the website and the presentations made by the International Office of UII during specific events. When the International Office of UII presents information about UII, the audience may become interested but may still need to decide on UII as their chosen university for higher education. Thus, when the audience knows about UII, is interested in it, and searches for more detailed

information, particularly about international admission, they are nearing the stage of becoming international students at UII if they proceed with the official application.

The most crucial part of the target audience's behaviour process is officially registering as international students at UII. Despite all the online and offline promotional activities conducted by the International Office and the comprehensive information available, it would be less effective if they did not proceed to the registration stage for international admission at UII.

> *"From the beginning, I accessed the UII website. On the UII website, there is a section for international students where I searched. Then, there was a link to apply for the FGLS scholarship, so I clicked on that. There was also information about the faculties I wanted to apply to. So I registered for the Faculty of Medicine through FGLS."* Farah Maetam, International Student, Wednesday 6 March 2024).

Based on this statement, clear information and strong encouragement to apply to UII significantly contribute to attracting international students. When an audience decides to apply as an international student at UII, it proves the success of disseminating information widely, both by the International Office of UII and by others who help share it.

Currently, the International Office of UII implements communication strategies to attract more international students and introduce UII to the international public. Information about UII, especially concerning international admission and scholarships, must be widely disseminated to reach a broad audience. In practice, this dissemination is carried out by the International Office of UII and assisted by others, such as current international students at UII or UII alums, through their social media.

> *"We have a WhatsApp group for international students at UII. All advertisements are posted in that group, and we share them with our friends."* (Hakim, International Student, Friday 23 February 2024).

> *"...then it can also come from the mouths of our students who become ambassadors; we encourage them to promote it to their*

relatives or friends in their country." (Nihlah Ilhami, Head of International Mobility Division, Wednesday 6 March 2024).

Enlisting the help of international students at UII can help disseminate information regarding UII's international admissions. This leads to an increase in the number of international applicants due to their interest in UII based on the information they receive. Consequently, this can assist UII's International Office in attracting more international students.

B. DISCUSSION

1. Communication Planning for the UII International Office

According to Cutlip and Center in "Effective Public Relations," 11th Edition (Broom & Sha, 2013), each step in communication planning is equally important. However, the process begins with gathering information to diagnose the problem. The information from this initial step motivates and guides the subsequent steps. Diagnosis, planning, implementation, and evaluation are continuous and dynamic processes.

Communication planning at the International Office of Universitas Islam Indonesia (UII) can be explained through these four stages by Cutlip and Center's theory:

a. Defining the Problem or Opportunity

The first step involves identifying whether the current situation indicates a problem or an opportunity for improvement. Cutlip and Center explained that this process entails collecting and analyzing information about the knowledge, opinions, attitudes, and behaviours of both internal and external publics related to the organization's policies and actions. This function serves as the foundation for subsequent steps in the problem-solving process.

The International Office of UII faces several challenges in its efforts to increase the number of international students. The main challenges include the mismatch between targets and enrollment reality, where most applicants come from the Middle East and often need help with non-academic issues. Additionally, competitive rivalry with other campuses and countries poses a barrier, especially targeting Islamic schools in countries like Thailand.

To address these challenges, the International Office of UII began identifying the situation by gathering information about target countries, potential Islamic schools, and the academic profiles of prospective students. The information-gathering process was carried out through various means:

1) Alumni and Active Students: Utilizing the network of alums and current international students studying at UII to obtain information and recommendations.

2) Government and Embassies: Collaborating with Indonesia's embassies and government representatives in target countries to gather data and support.

3) Partner Schools Abroad: Identify and establish cooperation with Islamic schools abroad that are already partners.

UII's name is already known in several countries, especially in Asia, due to the number of visits and promotions in various schools. This can be a significant opportunity for UII despite competition with other campuses to attract international students. Based on the field facts, the problem identification and opportunity identification steps already taken by the International Office have been reasonably practical and helpful in understanding market needs and expectations and identifying opportunities to attract quality students. Therefore, UII has excellent potential to attract more international students from various countries, not just from the Middle East and Asia.

Thus, the information gathering and analysis conducted by the International Office of UII play a crucial role in laying the groundwork for more effective strategic planning to achieve the desired internationalization goals.

b. Planning and Programming

The information gathered in the first step is used to make strategic decisions regarding program objectives, target audiences, goals, actions, and communication strategies. This step aims to answer questions about addressing the identified problems or leveraging the identified opportunities.

The International Office of UII plans a program to achieve the target of UII's prospective international students. After obtaining data and successfully identifying problems and opportunities, the steps taken by the International Office of UII in communication strategy planning and effective program development include several strategic actions. Some of these are:

1) Scheduling Promotional Activities Abroad: These activities are conducted every January and February.

2) Determining Assigned Personnel: Ensuring who will be responsible for the promotions abroad.

3) Selecting Countries to Visit: Choosing potential target countries to recruit international students.

4) Mapping Target International Students: Identifying and defining several foreign secondary schools as targets.

5) Partnership Programs: Establishing partnerships with partner schools and embassies.

6) Participating in Education Exhibitions: Participating in exhibitions if invited.

For this stage, the International Office of UII has developed three main programs to attract prospective international students:

1) School Promotion: Direct visits to schools abroad.

2) Collaboration with Partner Schools and Embassies: Establishing strategic partnerships to attract international students.

3) Participating in Education Exhibitions: Utilizing opportunities to promote UII in international education exhibitions.

However, the promotional programs carried out by the International Office of UII need a well-defined timeline, such as annual or even monthly matrices, as they are only scheduled for January and February. Partnerships with partners and participation in education exhibitions follow their respective execution times.

The researchers' findings show this is due to the multitude of activities managed by the International Office of UII. One of the challenges is the additional responsibility as a team from the international student admissions themselves. All activities related to outbound international students are handled by one division, namely the International Mobility Division. Although they sometimes collaborate, their effectiveness still needs to be improved.

c. Taking Action and Communicating

The third step involves implementing action programs and communication tactics designed to achieve specific goals for each audience. Matters discussed in this phase include what needs to be done and communicated, by whom, when, where, and how to do it. At the International

Office of UII, this stage is carried out after they design the promotional program, followed by actual action activities.

After planning, the International Office of UII takes action by communicating with various relevant parties, including alums, embassies, the Indonesian Embassy, and partner schools abroad. They visit target countries to promote through visits, presentations, seminars, and education exhibitions. Additionally, they utilize social media and websites to disseminate information about UII's programs and advantages. Communication is clear and swift to address prospective students' and other stakeholders' needs and concerns.

Two main lines of action taken by the International Office of UII at this stage: executing planned programs communicating with stakeholders and disseminating information through predetermined communication channels. Overall, the steps taken by the International Office of UII have been reasonable as they consider previous evaluations to adjust communication and promotional strategies to current conditions. Their principle is to establish good communication and warm relationships with stakeholders.

Moreover, online communication media are crucial in increasing UII's visibility and reaching potential international students worldwide. With this approach, the International Office of UII can expand the reach of promotions and attract more prospective students from various countries.

d. Evaluating the Program

The final step is to evaluate the program's preparation, implementation, and impact. Based on evaluation feedback, adjustments are made during the program. Programs can be continued, modified, or stopped based on evaluation results that address program performance questions. This step summarizes evaluation results and provides a basis for the next stage.

The International Office of UII also takes this step by evaluating each implemented program and holding coordination meetings for upcoming programs. Evaluation meetings are held after promotional activities are completed. Based on field data findings, internal evaluations contain some important notes, particularly regarding promotional activities.

Firstly, the target market is prospective international students' origin country. International students should ideally come from Asia, but in reality, the majority come from the Middle East, even though the International Office of UII does not promote there. Secondly, the performance of human resources within the internal International Office is expected to be more prepared and innovative in designing promotional programs to be more attractive. Thirdly, evaluating systems and regulations within UII itself, such as the academic system for international students related to the academic directorate, faculties, and international student programs. Fourthly, evaluating partnerships with partner universities to ensure that these partnerships run as expected and provide optimal benefits for both parties.

The evaluation conducted by the International Office of UII has been practical because it has identified problems and allowed necessary adjustments to improve program effectiveness. However, of all evaluations, the one related to the target market, prospective international students, should be taken seriously. This can affect the continuity of promotional programs, both directly abroad and through online communication media. The International Office of UII continues to conduct this evaluation to improve their communication strategies, ensuring that the programs run provide maximum benefits.

2. The Analysis of UII International Office Communication Elements

According to Effendy (2011), communication strategy combines communication planning and communication management to achieve specific targets. In attracting international students, the International Office of UII has

implemented good communication strategies and has successfully attracted many international student applicants at UII. This can be seen from the International Office of UII communication process, which is essential in reaching the target market. The following is an analysis of the communication process in International Offices based on the Harold Laswell paradigm, which includes communicator, message, media, communicant, and effect.

a. Communicator

A communicator is a person who conveys a message to an audience, both individuals and groups. A communicator must have good communication skills according to his abilities so that the message is conveyed well. The International Office of UII applies two communication categories; the first is based on positions at a credible strategic level because their task is to make decisions on cooperation with partners and carry out promotions at a high level. Second, regular promotions should be made to partner schools or other light promotional activities. In marketing activities, communication plays a significant role. According to Effendy (2003), there are two crucial factors that communicators must pay attention to so that communication can run smoothly, namely as follows:

1) Trust in the Communicator (Source Credibility)

In this context, the communicator is considered an expert whose expertise can be specific or general, depending on educational level, social status, or professional position. Trust in a communicator is essential to assessing whether he can be trusted because a high level of trust can increase the possibility of changes in attitudes and responses from the message recipient.

In this case, the International Office of UII places this type of communicator at a strategic level, where the communicators are the

vice-rector, director of the International Office of UII, and head of the foreign partnerships division. In practice, the division of communicators is based on high-scale responsibilities and values, such as collaborative decision-making with partnerships.

2) Communicator Attraction (Source of Attraction)

In this context, a communicator can change attitudes through interest, where the communicator feels that the communicator is involved satisfactorily in the exchange of opinions. The communicator tries to get admirers or fans by interacting with the audience or giving an exciting presentation so that the communicant feels satisfied and happy. Apart from that, the attractiveness of communicators can also be seen from communicants' similarities, such as ethnicity, religion, educational background and similar interests, so that communicants are interested in listening to what the communicator has to say.

In this case, communicators in promotional activities to schools carried out by the International Office of UII are also strongly attracted. This includes the second-level communicator division at the International Office of UII, namely the head of the international mobility division and all staff in it. In conveying their message, they use methods that attract the audience's attention, such as providing icebreakers, games, giveaways, etc. Apart from the International Office of UII, other communicators help promote UII to friends or audiences from their countries, namely international students at UII. They help UII promote scholarships, international admission applications, and other information in their way. Of course, this can attract the audience's attention because both come from the same country or have the same background.

b. Message

Message is the content or information conveyed by the communicator to the recipient. Messages can be in the form of words or narratives that are deliberately arranged to be conveyed to the target audience. In principle, in communication interactions, individuals send and receive messages. There are two primary forms of messages: verbal and nonverbal. In verbal messages, individuals convey thoughts, ideas, and emotions through spoken or written language. Meanwhile, nonverbal messages are conveyed in other ways, such as body language, which includes facial expressions, body movements, and other movements.

In practice, the messages conveyed by the International Office of UII use more verbal than non-verbal messages. Verbal messages conveyed by the International Office of UII take various forms, such as oral form, namely presentation material delivered directly to the audience. Additionally, verbal messages via writing in online media include information about international acceptance. Meanwhile, the nonverbal messages conveyed by the International Office of UII can only be seen from expressions, body movements, etc., when interacting directly with the audience during direct promotional activities. In this context, messages can also be classified based on their format; according to (Effendy, 2011)there are three different forms of messages.

1) Informative

An informative message conveys facts and information, and then the communicator himself makes conclusions and decisions. In conveying this message, the International Office of UII has used the message as written on the UII international admissions website. This form of message is the most frequently used and is a valid and trustworthy source for the public.

2) Persuasive

Persuasive messages have a persuasive nature, which aims to increase understanding and awareness among the public that what is conveyed can change attitudes. This message model is a creative way for a communicator to convey his message so that the audience can be influenced by what he conveys. However, of course, the content of the message also has an essential role in promoting a product, for example, providing scholarships so that people are interested in registering. It can also use an exciting hashtag or timeline, such as the UII international admissions tagline, #itsyourtime, to find your future at UII. With this message, the audience or target market understands the content of the message. It is interested in buying a product or accepting an offer based on what the communicator conveys.

3) Coercion

Coercive messages are a form of communication conveyed forcefully with the threat of sanctions and can even cause psychological pressure and fear among the public. This message form does not exist in the International Office of UII because it needs to follow marketing ethics. One of the communication strategies of the International Office of UII is to warm up relations with external parties so that coercive messages are not used. Apart from that, more than pushy messages like this are needed in promotions, especially for companies or institutions that sell services and aim to create a reputation among the public.

c. Media

Communication media are tools or means communicators use to convey messages to communicants. More broadly, communication media includes various channels or means used to produce, reproduce, process, distribute, and disseminate information to the public. In this conceptual framework, the division of communication media can be classified into two main categories: traditional media and digital media.

1) Traditional Media

This media is a form of communication that existed before the digital era. Examples are newspapers, magazines, radio, television, and outdoor media such as billboards. The International Office of UII uses several traditional media to disseminate information, namely magazines or brochures, which are printed and distributed to the public. However, the International Office of UII does not use many traditional media because some are no longer relevant to current media developments.

2) Digital Media

Digital media uses digital technology to disseminate information. This includes the internet, social media, email, and instant messaging applications. The International Office of UII most actively uses this digital media to disseminate information. This involves disseminating information and interacting with audiences, especially international students, using digital media. Indeed, in the current era, digital media is more effective because it can reach a wider area and interact with audio media internationally.

d. Communicant

The communicant is the message recipient and interprets the information the communicator conveys. The role of the communicant is crucial because he is the target audience who is expected to respond to the message. Every communicator must have communication, and so must the International Office of UII when communicating with stakeholders. In general, the International Office of UII's real audience is the international community, especially high school students abroad, high school students abroad, embassies, governments,

and others who are in line with the target market. Because in promotional activities, communicants can also be said to be the target market.

e. Effect

The effect is the result or impact that arises after the message is delivered to the communicant. The influence of communication can be in the form of changes in the knowledge, attitudes, or behavior of the communicant in response to the message they receive. So far, based on analysis, international researchers have found sound effects from audio, especially for the target market, namely international students. This is evident from the reviews of two international students who stated that they were satisfied with what the International Office of UII had helped them with, from the registration process to becoming a student. Apart from that, the real impact of the communication carried out by the International Office of UII is the increase in the number of international student applicants in the last three years.

3. The Analysis of the 4Ps of Key Marketing Communication Elements in UII International Office

a. Product

According to Kotler and Keller (2016), a product is anything marketed to consumers to fulfill their needs or desires. In the context of the International Office of UII, the offered Product is the scholarship offering, one of the main attractions for prospective international students. Two types of scholarships are offered, namely the Future Global Leaders Scholarship (FGLS) and the Developing Countries Partnership Scholarship (KNB). Although both scholarships attract interest from many prospective students, the FGLS scholarship is the most sought-after due to its comprehensive coverage of various aspects of educational expenses and significant additional benefits.

Another definition of a product, according to Stanton, as cited by Buchari Alma (2013:139), emphasizes that a product encompasses tangible and intangible attributes, such as quality, design, brand, and service. In the context of UII, the Product includes internationally accredited academic quality, the university's good image at both national and international levels, and the attractive reputation of international students at UII.

Additionally, the services provided by the UII International Office, ranging from assistance in the application process to academic, language, social support, and environmental adaptation programs, constitute significant added value.

Thus, the UII International Office offers three product categories: FGLS scholarship offerings, introduction to UII quality, and services for prospective and active international students. These categories constitute the attractiveness of the Product that can be successfully marketed to achieve the desired target market.

b. Price

Price is the amount of money charged for a product or service, encompassing the value customers exchange for the benefits of owning or using the product or service (Kotler & Armstrong, 2016). A good pricing strategy can enhance customer satisfaction and influence their purchase decisions. At UII, three categories of costs related to the admission of international students to full-degree programs have been identified.

Firstly, there are costs for the independent pathway, which include registration fees, tuition fees, and university development contributions. These costs align with the standard costs new students require at the national level.

Secondly, the KNB scholarship is organized by the government. Although the details could be more comprehensive, some general information includes allowances such as completion allowance, living allowance, tuition fees, research and book allowances, health insurance, round-trip flight tickets, and publication allowances for scientific articles.

Third, the FGLS scholarship is organized by UII. Additional information related to cost coverage can be found on relevant web pages. This scholarship covers most expenses, including registration fees, tuition, and living expenses. However, there are also additional costs, such as off-campus accommodation costs and health insurance costs, that prospective international students must prepare.

Fourth, the cost of living in Yogyakarta is one of the main attractions for international students considering studying at Universitas Islam Indonesia (UII). As a student city, Yogyakarta offers a relatively affordable cost of living compared to other major cities in Indonesia. This creates a competitive advantage for UII in attracting international students.

An analysis of the pricing aspect shows that the combination of the affordable cost of living in Yogyakarta and the FGLS program offered by UII creates an appealing value proposition for prospective international students. The FGLS scholarship covers a significant portion of educational and living expenses; however, it is essential to note that some additional costs remain the students' responsibility.

UII's communication strategy regarding pricing demonstrates good transparency. The university openly informs prospective international students about the scholarship coverage and the costs that students need to prepare for themselves. This approach helps prospective international students have realistic expectations and better plan their finances.

Overall, UII's pricing strategy, which combines the affordable cost of living in Yogyakarta with a comprehensive scholarship program, creates a competitive position in attracting international students. However, the success of this strategy also depends on UII's ability to communicate this value proposition to prospective international students effectively and to ensure that the quality of education and student experiences meet the expectations set by their marketing strategies.

c. Place

Place refers to where consumers can buy a product or service and how to access it. Choosing a good location significantly impacts future business growth (Lamb in Kurniawan, 2012). In this case, UII is already strategically located in Yogyakarta, a city known as an educational hub with various arts and cultural attractions. The UII campus, located in a comfortable and strategic suburban environment, offers a conducive learning environment for international students. The natural beauty and cultural richness of Yogyakarta add to the attractiveness of this university as a study destination. Here is some information about life in Yogyakarta:

1) Yogyakarta City: This section provides an overview of Yogyakarta City, including its culture, culinary delights, and interesting places to visit.
2) Culinary: Introduces various typical Yogyakarta foods known for their deliciousness.
3) Tourism: This section reviews popular tourist destinations in Yogyakarta, from Prambanan Temple and Taman Sari to Malioboro, a shopping center and nightlife hub.
4) Events and Festivals: This section provides information about various events and festivals in Yogyakarta throughout the year, such as the Yogyakarta Arts Festival (FKY) and Jogja Java Carnival.
5) Health Facilities: Provides information about healthcare facilities available in Yogyakarta, including leading hospitals and clinics.

6) Transportation: This section provides a guide to various transportation options for getting around Yogyakarta, from buses and trains to online taxi services.
7) Academic: This section contains information about educational institutions in Yogyakarta, including leading universities and colleges such as the Universitas Islam Indonesia (UII).

Thus, this information can attract prospective international students to continue their studies in Yogyakarta, especially at UII, and provides a complete overview of life and facilities available in Yogyakarta for both locals and tourists.

d. Promotion

Promotion involves various activities to increase consumer awareness of the products or services and encourage purchase or sale (Kotler & Armstrong, 2016). Choosing suitable promotional media and broad reach is essential to influence consumer purchasing decisions.

Broadly, the UII International Office's promotional strategy is divided into two primary forms: direct promotional activities and promotion through online or social media.

1) Direct Promotional Activities:

   a) Participation in exhibitions and promotions at international schools.

   b) Organizing activities such as UII Open Days.

   c) Participating in international cooperation activities with stakeholders or partners.

2) Promotion through online media or social media:

a) Creating promotional content on websites, Instagram (IG), and other social media.

b) Invitations will be distributed via email to reach more specific audiences.

3) Promotional content from third parties in different languages

a) Voluntary social media content by international students

b) FGLS scholarship content shared by foreigners

The voluntary social media content created by international students and the diverse dissemination of FGLS scholarship information plays a crucial role in enhancing UII's appeal to prospective international students. These students foster relatability and trust by sharing personal testimonials in multiple languages, effectively engaging a wider audience. Similarly, the availability of scholarship information in various languages broadens accessibility, attracting more potential applicants. These strategies significantly strengthen UII's position in the competitive landscape of higher education internationalization.

Combining these three strategies enables UII to reach prospective international students broadly. The multilingual approach in promotions, primarily through voluntarily created content by third parties, provides significant advantages in overcoming language and cultural barriers. This allows UII to communicate more personally and authentically with prospective students from diverse backgrounds.

By implementing an effective marketing mix strategy, including direct, online, and third-party promotions in various languages, UII has successfully enhanced its appeal and increased the number of international student applicants. This strengthens UII's position as one of the leading universities in Indonesia in the context of higher education internationalization.

4. The Implementation of Integrated Marketing and Communication of UII

International Office in Attracting International Students

The International Office of UII must have a solid marketing and communication strategy to achieve its marketing targets. According to Fill (2005), in marketing communications, there are components of Marketing Communication Tools that can be used as IMC strategies in various combinations of different functions according to the target consumer or community. This aligns with the marketing and communication strategy conducted by the International Office of UII, which must include several marketing tools tailored to the target market. Identifying this, Kotler and Keller (2009) describe eight tools of the marketing mix commonly referred to as the IMC tools of a company, institution, or organization:

a. Advertising

Advertising involves presenting messages or information in an engaging and impersonal manner to promote ideas, goods, or services through sponsorship and various media channels, including online and print. Offline advertising refers to promotions conducted through print media such as magazines, brochures, banners, billboards, and others. Meanwhile, online advertising is the promotion of products through online advertising networks like Google Ads, social media, or other online platforms.

The International Office of UII also uses advertisements to promote UII and provide information about scholarships through both types of advertising: online and offline. For online platforms, the International Office of UII utilizes social media such as Instagram for posters and YouTube for video ads. For offline advertising, they use print media such as brochures, booklets, and banners containing information about UII, international student admissions, and international programs.

Currently, promoting products or services through advertising can attract the audience's attention, especially if the ads are created to be engaging, creative, and aligned with current trends. In efforts to promote UII more broadly, the International Office of UII relies more heavily on online advertising. Online advertising indeed has a

greater impact, is more flexible, and can achieve more engagement and widespread dissemination.

b. Sales Promotion

Sales promotion is a strategy involving the offering of vouchers, coupons, discounts, and similar incentives to influence consumers to purchase products or services. In the context of higher education, this strategy can be applied to attract more students, particularly international students. The International Office of Universitas Islam Indonesia (UII) focuses on enhancing UII's appeal to prospective international students. Although it does not use traditional sales promotion strategies, the International Office leverages scholarship programs as an effective promotional tool. Providing information about scholarship programs such as the Future Global Leaders Scholarships (FGLS) and the Developing Countries Partnership Scholarships (KNB) serves as a primary attraction to draw the interest of prospective international students.

By offering scholarships, the UII International Office creates a strong appeal, increasing the interest of prospective students to apply to UII. In its promotional activities, UII uses various media platforms to disseminate information about these scholarship offers, including presentations at various events, as well as promotions through the website and social media. Although it does not provide direct incentives such as vouchers or discounts, these scholarship programs successfully boost the interest and enrollment of international students. This approach demonstrates how promotional strategies tailored to the higher education context can effectively enhance the institution's appeal to an international audience.

c. Events and Experiences

Events and experiences refer to activities designed by companies, institutions, or organizations to support various programs and activities aimed at creating interaction or daily engagement related to the brand. These events are creatively designed to provide a good experience and introduce products or services to the audience. Similarly, the International Office of UII organizes numerous events and promotional activities each

year that are specifically designed. Some events previously organized by the International Office of UII include International Seminars, International Credit Transfers, International Student Academic Conferences, Welcoming Days, Global Engagement Programs, Global Sustainable Programs, and others. These events can be attended by all students, both domestic and international, as well as by high school students from abroad.

In addition, there are promotional activities managed by the International Office of UII such as Roadshow, Expo, and UII Open Day, as well as visits to stakeholders to establish collaborations and assist in promoting UII. These events are designed to promote UII to high school students abroad who are planning to continue their education at a higher education institution. The events organized by the International Office of UII are specifically designed to interact with international students, prospective international students, and other stakeholders. These events function as marketing tools by building positive relationships and creating memorable experiences for the participants, which they can then share with others to help increase awareness about UII.

d. Public Relations & Publicity

Public relations and publicity involve fostering positive relationships with internal and external stakeholders, sharing important information about the company, institution, or organization through official channels to enhance public recognition, and maintaining a good reputation. In line with this, the International Office of UII places great importance on maintaining good relationships with both internal and external relations. Internal relations involve collaboration with other directorates such as the Directorate of Academic Services, Directorate of Alumni, Directorate of Student Affairs, as well as faculties and study programs for the academic affairs of international students. For external relations, the International Office collaborates with partners such as universities, high schools abroad, (industries, governments including collaborations with embassies or the Embassy of the Republic of Indonesia (KBRI)), and non-governmental organizations.

The seriousness of the International Office of UII in maintaining these relationships is evident from the division of partnerships into two divisions: foreign partnerships and internal partnerships. Regarding communication strategies in building reputation and image among the public, the International Office of UII adheres to the basic principle of "warming relationships." By maintaining strong relationships with stakeholders, collaboration and participation in international promotion become easier, ultimately attracting more international students.

In addition to maintaining positive relationships with internal and external stakeholders, the International Office of UII also engages in publicity, both independently and in collaboration with UII's Public Relations. These publications are available on UII's official website and are also frequently posted on social media. All activities conducted by the International Office of UII are usually published to inform the public, creating records and reports that shape a positive image among the community. Creating a positive image is also the responsibility of public relations professionals, who diligently report their activities on both the official website and social media platforms, as demonstrated by UII's Public Relations team to build a good reputation and create a positive image.

e. Personal Selling

Personal selling involves direct face-to-face interactions between one or more prospective buyers to engage in presentations, answer questions, and offer products or services to the target market. This tool involves staff or individuals who assist in directly marketing products or services. It is a commonly used marketing tool. Through specific activities, the International Office of UII has employed this tool to promote UII to high schools abroad and other international audiences. These activities include roadshows, overseas expos, overseas visits, or receiving visits from abroad, which feature interactive presentations and Q&A sessions between the International Office of UII and its audience.

Moreover, in online activities such as international seminars, UII Open Day, and other programs, there are presentation sessions, program and scholarship offers, and

Q&A sessions. The International Office of UII has implemented a personal selling strategy by involving almost all its staff in gaining experience traveling abroad for direct promotion. By engaging in personal selling, the International Office of UII team must thoroughly know their products to enhance confidence and expand direct communication opportunities with prospective international students. Therefore, this personal selling tool becomes more effective, enabling them to influence and assist prospective students interested in enrolling at UII.

f. Direct Marketing

Direct marketing uses mail, telephone, fax, email, or the Internet to communicate directly with customers and specific prospects to elicit a response or initiate a dialogue with them. Direct marketing is often used as a marketing tool because it can target personal audiences directly and facilitate communication through online platforms. The International Office of UII also employs this direct marketing strategy, such as sending messages to stakeholders to arrange visits and collaborations and offering scholarships to specific individuals. The media used for direct marketing by UII include email and WhatsApp. Email is used to send invitations and letters and provide information.

In contrast, WhatsApp is used to disseminate specific information through personal networks and communicate directly with prospective international students during registration. The International Admissions staff or the International Office of UII assists them. By using this direct marketing tool, the marketing staff can effectively convey information that cannot be reached directly or physically.

g. Interactive Marketing

Interactive marketing involves online activities and programs designed to engage customers or potential customers directly or indirectly. This marketing aims to raise awareness, improve the image, or generate sales of products and services. In promoting UII to the audience, this interactive approach can create warm and effective communication and interaction. The International Office of UII provides facilities that enable direct interaction with international students online and offline. Examples of

interactive marketing activities include presentation sessions to audiences during promotional events conducted by the International Office or international students currently studying at UII. These sessions feature interactive communication between speakers and the audience, especially when international students share their experiences and provide immediate feedback.

Additionally, interactive marketing offers services that allow direct and interactive customer communication. The International Office of UII actively assists with the administrative process of admitting international students and effectively supports their needs at UII. While the International Office rarely uses social media platforms like Instagram for interactive purposes, they often utilize WhatsApp as an online interactive medium between international students and the office. This approach ensures efficient and responsive communication, creating a supportive environment for international students. This strategy is effective because it relies on two-way communication, allowing customers to provide direct feedback and helping the marketing team understand customer desires.

h. Word of Mouth Marketing

Word-of-mouth marketing refers to interpersonal communication that involves exchanging information about a product or service between prospective buyers and their close contacts, such as neighbors, friends, family members, or colleagues (Kotler & Armstrong, 2018). At the International Office of UII, the word-of-mouth strategy has shown positive results through support from internal and external sources (staff and students) (stakeholders and unknown individuals). This demonstrates that when strategically implemented, Word of Mouth can be a highly effective promotional tool.

Data indicates that the word-of-mouth strategy is often carried out by foreign individuals and institutions who voluntarily create content about UII scholarships through videos and posters on social media and websites. The strength of UII's word-of-mouth strategy can be seen in spreading information in various local languages, such as Thai and Yemeni, across digital platforms. This enables UII to reach prospective

students from different countries more personally and authentically, thereby increasing the trust and interest of these candidates.

The effectiveness of UII's word-of-mouth strategy has been further enhanced by using local languages in its promotions. This allows the messages to be more easily understood by prospective students in those countries. For example, Thai content created by UII alums is more trusted and has proven more effective in attracting prospective students from Thailand. This success highlights the importance of personalizing messages in a language that resonates with the target audience.

To strengthen its word-of-mouth strategy, UII can take several steps. First, encouraging international students and alumni to create content in their native languages enhances relatability and appeal among local audiences. Second, forming international student ambassador groups would expand UII's global word-of-mouth network by actively promoting within their communities. Third, developing incentive programs for successful word-of-mouth recommendations can motivate more students to promote UII. Fourth, leveraging translation technologies ensures that UII's website is accessible in multiple languages, broadening its international reach.

Word of Mouth has become a key strategy in increasing international student enrollments at UII. This success is due not only to the authenticity and credibility of personal recommendations but also to the fact that the promotions are carried out in local languages, creating a deeper emotional resonance with prospective students from diverse cultural backgrounds (Kotler & Armstrong, 2018). By leveraging the uniqueness and strength of Word of Mouth, UII can expand its reach to a broader international market.

Word-of-mouth marketing is a powerful and cost-effective strategy that disseminates information through personal networks and social media. Through this method, UII expands its recruitment efforts and enhances its global reputation by attracting more international students from various countries and cultural backgrounds. This strategy reinforces UII's position as one of the leading universities in Indonesia in the context of higher education internationalization.

The International Office of UII has successfully implemented various marketing tools designed by Kotler and Keller (2009). The application of Integrated Marketing Communication (IMC) theory has proven effective in reaching their target audience, particularly international students. The table below illustrates the marketing and communication tools utilized by the International Office of UII alongside their respective methods:

MARKETING COMMUNICATION TOOLS						
ADVERTISING	**SALES PROMOTION**	**EVENTS AND EXPERIENCE**	**PR & PUBLICITY**	**PERSONAL SELLING**	**DIRECT & INTERACTIVE MARKETING**	**WORD OF MOUTH MARKETING**
Online Advertising (Instagram, YouTube) Offline Advertising (Brochures, Booklets, Banners)	-	International Seminars International Credit Transfers International Student Academic Conferences Welcoming Days Global Engagement Programs Global Sustainable Programs	Collaboration with external: -Universities and high schools abroad -Industries -Governments embassies or KBRI -Non-governmental organizations Collaboration with external: - Directorate of Academic Services - Directorate of Alumni - Directorate of Marketing - Directorate of Student Affairs - Faculties and Study Programs for international student academic affairs Publication activities through UII's Official Website and social media	Roadshows Expos Visits Abroad	Email and WhatsApp Presentations and Q&A Sessions (Online and Offline)	Internal: -Involves UII International Office staff and national/international students. -Sharing information and creating/uploading content on social media. External: -Involves stakeholders and unknown individuals -Often carried out by foreign institutions creating content like videos and posters -Shared on social media and websites.

Table 3 UII International Office Marketing and Communication Tools Source: processed researcher data

The International Office of UII prominently features its flagship program, the FGLS scholarship, in its promotional strategy, eschewing traditional sales promotion tactics such as discounts or registration fee reductions. This scholarship has demonstrated significant efficacy in attracting international students. IMC facilitates the coordination of promotional elements to

create a clear, consistent, and appealing message about UII and its programs (Kotler & Armstrong, 2018). However, it is worth noting that UII's current marketing strategy emphasizes direct approaches, such as school visits, rather than fully harnessing the power of word-of-mouth marketing.

While this offline approach has shown effectiveness, research indicates that word-of-mouth marketing, mainly through social media by UII's international students in their native languages, has had a remarkable impact. The International Office of UII has not yet fully optimized this strategy. Indeed, data reveals that word-of-mouth marketing carried out by individuals or foreign institutions, such as through scholarship videos or posters in languages like Thai or Yemeni, has proven more effective in capturing the attention of prospective students than conventional promotional methods.

The success of this word-of-mouth marketing strategy should encourage the International Office of UII to place greater emphasis on its use in future marketing campaigns. While offline approaches remain valuable, word-of-mouth marketing offers significant potential to reach a global audience more personally and efficiently, strengthening UII's international position. By focusing on word-of-mouth marketing, UII can expand its geographical reach, enhance emotional resonance with prospective students, and reinforce its status as an inclusive, global university.

5. The Analysis of the AISAS Model on UII International Admissions

According to Sugiyama and Andree (2011), the AISAS model outlines the consumer journey in five stages: attention, interest, search, action, and share. Consumers initially pay attention to a product or service (attention), which leads to the development of interest and search for further information (search) through various channels such as websites, online media, or personal discussions. Based on the information and evaluation collected, consumers make purchasing decisions (actions). After purchasing, they share their experiences and impressions through direct word-of-mouth reviews or online (share). The following is an overview of the AISAS model with international students as a target market for the UII international office.

a. Attention

The first stage in the AISAS model is the attention stage, the initial phase when a product or service is introduced to the audience. During this stage, consumers become aware of and pay attention to the product or service they encounter, even though they may still need to show interest. The marketing team's task is to introduce the product or service with engaging strategies to captivate consumers' attention.

In this context, the International Office of UII has implemented various communication strategies to attract the attention of prospective international students. Some of the strategies used include:

1) Promotional Activities: The International Office of UII organizes promotional activities such as roadshows, expos, and UII Open Day. These activities are designed to directly introduce UII to prospective international students and provide the necessary information.

2) Presence on Social Media: The International Office of UII utilizes social media platforms such as Instagram, Facebook, and YouTube to disseminate information about the programs offered, scholarships, facilities, and university achievements. UII's active presence on social media allows it to reach a wider and more diverse audience.

3) Official Website: The official UII website publishes comprehensive and engaging information about scholarships and the admission of international students. This information includes study programs, admission requirements, and available scholarship opportunities.

Several factors influence the awareness of international students towards UII, including:

1) Comprehensive Information on the Website: The official UII website provides comprehensive and easily accessible information, allowing prospective international students to quickly find the information they need.

2) Recommendations from Others: Recommendations from alums, current students, or individuals with positive experiences with UII also play a significant role in increasing the awareness of prospective international students.

3) University Quality: UII's accreditation and reputation as a quality educational institution also influence prospective international students' awareness of the university.

Overall, the communication strategies implemented by the International Office of UII to attract the attention of prospective international students are adequate. However, to reach a wider international audience, the International Office needs to improve the quality of content on social media, mainly related to the admission of international students and scholarships offered by UII. Improving the quality of this content can include more engaging visuals, structured information, and various content formats such as videos, infographics, and success stories from international students at UII. Thus, the International Office of UII can be more effective in attracting the attention of prospective international students and expanding their promotional reach.

b. Interest

In this stage, consumers show interest in the product or service offered after learning about it. However, there are two possible reactions at this stage. First, consumers may want to learn more about the product or service.

Second, consumers may have a different intention to seek further information despite being interested.

A similar situation is observed in the marketing activities conducted by the International Office of UII. When introduced to UII, some audiences are enthusiastic about asking for more details, while others only show interest without further response. To successfully attract the attention of the audience or prospective international students, the International Office of UII strives to cultivate their interest in UII through various promotional activities.

These promotional activities include general presentations about UII, available study programs, campus facilities, scholarship opportunities, and the learning experience at UII. The International Office of UII also provides an overview of international students at UII and recommends that the audience visit UII's official social media and website for more information.

Based on research findings, several factors drive the interest of the audience towards UII, including:

1) Curiosity about the accreditation and quality of UII.

2) Interest in scholarship offers.

3) Genuine desire to pursue studies, especially in Indonesia.

Additionally, some prospective international students are interested in UII based on recommendations from alums, current international students, or trusted acquaintances. Although detailed information is available on various online platforms and social media channels, including comprehensive details about the admission of international students on the website, not all efforts of the International Office of UII to attract the audience yield results. However, with these strategies, many prospective international students express their interest in UII and proceed to the next stage, seeking detailed

information to continue their higher education journey in Indonesia, particularly at UII.

Thus, the International Office of UII has demonstrated significant efforts to foster the interest of prospective international students through various promotional strategies and by providing comprehensive information.

c. Search

In this stage, consumers who initially express interest in a product or service then begin to develop a curiosity to learn more about it. This information search process can be done through various means, such as directly asking the marketing team or conducting searches on various sources, including official websites or social media. Efforts made by the International Office of UII at this stage include:

1) Direct Contact with the International Office Team: Prospective international students can inquire directly about international student admissions or scholarships by contacting the international student admission contacts managed by the International Office of UII.

2) Interaction with Active Students and Alumni: They can communicate with current active students and UII alums to obtain more personal and experience-based information.

3) Comprehensive Online Information: The International Office of UII has provided comprehensive and easily accessible information for prospective international students through various information channels and available content. This includes official websites, social media, and online reviews from UII's official pages and other accounts that help disseminate

information related to UII and the admission of new international students, as well as information about scholarships.

At this stage, prospective international students can choose media and communication channels that suit their preferences and needs. Thus, this stage brings consumers closer to the intention to purchase a product or service. This is evident in UII's prospective international students who, before deciding to proceed to the next stage in the application process, conduct in-depth information searches. The strategies implemented by the International Office of UII in providing various communication channels and information effectively address the information needs of prospective international students and build greater trust and interest in UII.

d. Action

The Action stage is a critical point where consumers decide to purchase or use a product or service after obtaining sufficient information. In the marketing context, consumer behavior during the purchase or service utilization process signifies the achievement of marketing goals, indicating that the target market has been successfully reached.

In the context of international student registration at UII, the most significant action at this stage is when prospective international students change their behavior from mere interest to the decision to register at UII. This action may include:

1) Fill out the online registration form.
2) Submitting the required documents.
3) Preparing for the UII admission selection process.

Based on the data found, this stage has achieved significant success because, in the last three years, the number of applicants from international students at UII has increased significantly. This increase reflects the results of

effective communication and marketing strategies implemented by the UII International Office.

One of the essential roles played by the UII International Office in this Action stage is:

1) Providing assistance and guidance to international students during the registration process.

2) Accompanying international students when they encounter difficulties in the registration process.

By providing this support, the UII International Office ensures prospective international students feel assisted and supported, making it easier to decide to register and proceed with the admission process.

The success of this Action stage reflects the effectiveness of the marketing and communication strategies implemented by the UII International Office. The support and guidance provided to prospective international students increase the number of applicants and strengthen UII's reputation as a friendly and supportive university for international students. Thus, the strategies implemented by the UII International Office have succeeded in achieving marketing goals and attracting the interest and actions of prospective international students.

e. Share

The final stage of the AISAS model is Share. This stage significantly influences the promotion of products or services. Share involves sharing experiences and providing reviews after using a particular product or service. In the marketing world, sharing activities are widespread, especially in digital marketing that utilizes social media platforms, where information can be quickly disseminated to the public.

At the UII International Office, frequently shared information includes international student admissions, scholarship offerings, and international mobility activities. The strategy implemented by the UII International Office involves themselves as share actors and utilizes the participation of international students, alums, and stakeholders in disseminating this information.

Several factors are driving these sharing activities by international students:

1) Support and Guidance: The UII International Office provides support and guidance to international students throughout their study period at UII, making them feel supported and valued. This encourages students to share their positive experiences voluntarily.

2) Excellent Service: Providing excellent services to international students motivates them to help spread information through their social media platforms. Many of them voluntarily create posts or content promoting UII.

Additionally, one influential share actor, anonymous accounts, assists in disseminating information about the FGLS scholarship, especially in the Arabic language. This has attracted attention from many in the Middle East, resulting in a surge of applicants from Yemen and other Middle Eastern countries. Factors influencing this include the offerings and benefits of the scholarship itself.

Thus, there are three main actors in these sharing activities:

1) Internal UII, particularly the International Office, actively promotes information through various official channels.

2) Current International Students and Alumni: They contribute voluntarily by sharing experiences and information on social media.

3) Unknown Foreign Individuals: They help spread information widely, including among those whom official promotions may not reach.

Their role in disseminating this information has helped expand the reach of UII promotions. These sharing activities not only serve as effective marketing tools but also positively impact perception and satisfaction and trigger word-of-mouth communication.

To reach an even wider target audience, not only from Middle Eastern countries but also from other Asian countries and even Europe, the scholarship information could be officially translated into various languages by UII. These sharing activities demonstrate that leveraging social media as a marketing tool can be a powerful strategy, significantly when done voluntarily, thus not only reducing costs but also significantly expanding the reach of product or service socialization.

AISAS MODEL	ACTIVITY	STRATEGY
Attention	Promotional Activities	Holding roadshows, expos, and UII Open Day to introduce UII directly to prospective international students
	Presence on social media	Utilize social media platforms such as Instagram, Facebook, and YouTube to spread information about university programs, scholarships, facilities, and achievements
	Official Website	Publish comprehensive and interesting information about scholarships and international student admissions on the official UII website

Interest	General Presentation	Provide presentations about UII, available study programs, campus facilities, scholarship opportunities, and study experiences at UII
	Promotion on social media	Encourage audiences to visit social media and the official UII website for further information
	Recommendations from Alumni	Encourage alumni and current international students to recommend UII to prospective students
Search	Direct contact	Providing prospective students with the opportunity to ask questions directly to the UII International Office team via email, telephone or chat
	Online Information	Provide complete and easily accessible information via website, social media, and online reviews
	Interaction with Students and Alumni	Connecting prospective students with active students and UII alumni to get more personal information and based on direct experience
Action	Online Registration	Fill out the online registration form and submit the required documents through the UII registration system
	Registration Assistance	Providing assistance to prospective international students during the registration process, including answering questions and helping overcome difficulties
Share	Support and Guidance	Provide support and guidance to international students during their studies at UII, encouraging them to share positive experiences
	Best service	Providing the best service to international students so that they are encouraged to share information voluntarily through their social media
	Information in Other Languages	Providing scholarship information in various languages to reach a wider target, including using social media platforms and influential accounts in various communities

Table 4 Analysis of the AISAS Model of the UII International Office Source: Processed researcher data

CHAPTER 4
CONCLUSION

A. Conclusion

Based on field research and data analysis, this study examines how the International Office of Universitas Islam Indonesia (UII) implements integrated communication strategies to attract international students, aiming to meet and exceed enrollment targets.

The UII International Office has implemented a comprehensive communication strategy comprising four main stages: Problem Identification and Opportunities, Planning and Programming, Action and Communication, and Program Evaluation. Among these stages, planning is crucial as it determines which promotional activities will be undertaken. However, despite completing all these stages, there is a need for re-evaluation in the planning phase, particularly in targeting international students and planning digital promotions. This is due to the lack of a specific timeline or framework to ensure that promotional activities effectively attract more international students from diverse countries that align with their targets.

Furthermore, the International Office's communication strategy for communicating and interacting with its audience is well-organized. It includes how to determine the communicator, structure the message, select the media, identify the audience, and consider the communication effects that arise after implementing the strategy. All these aspects function as expected, in line with the elements of communication from Harold Laswell's paradigm.

The International Office of UII implements an integrated marketing strategy focusing on its primary offering: the Future Global Leaders Scholarship (FGLS) and its broader appeal of UII itself. The FGLS Scholarship, known for its comprehensive coverage and additional benefits, is a major attraction for prospective international students. UII also emphasizes its internationally accredited academic quality and the variety of supporting services provided, thus further increasing its attractiveness.

To attract prospective international students, the International Office at UII engages in various promotional activities such as organizing events, utilizing media, and maintaining stakeholder relationships. They use marketing tools like advertising, events and experiences, public relations, personal selling, direct marketing, interactive marketing, and word-of-mouth marketing. Despite these efforts, sales promotion is not used, and scholarships are treated merely as products. The most impactful strategy has been word-of-mouth marketing, exceptionally when executed in local languages like Thai and Yemeni, which enhances message relatability and understanding among prospective students in target countries. However, digital marketing strategies still need to be developed, resulting in many international applicants who only sometimes align with UII's target countries and institutions.

The UII International Office applies the AISAS model (Attention, Interest, Search, Action, Share) to understand the behavior of international students from initial interest in UII to enrollment. Results show significant increases in international applicants over the past three years, attributed not only to promotional activities and media use but predominantly to external accounts promoting UII scholarships in Arabic. These accounts voluntarily posts photos, videos, captions, and posters on social media. The most impactful stage driving international student enrollment at UII is the Share stage due to the widespread dissemination of information. This has led to spikes in registrations, particularly from the Middle East, often surpassing quotas while maintaining primary targets of students from Asia and Europe. Leveraging international students and alumni to share their experiences in their local languages can be a strategic move to expand reach and increase recruitment effectiveness.

The UII International Office has implemented Integrated Marketing Communication (IMC) utilizing various marketing and communication tools, excluding sales promotion but emphasizing scholarship offerings. However, two key areas require improvement: program planning, including revisiting target market reviews to ensure alignment with strategic goals, and digital marketing, needing more significant efforts to enhance exposure and attract a broader audience aligned with UII's demographic targets. Consequently, this research's most impactful marketing communication

strategies are program planning and leveraging digital marketing. More than merely promoting abroad and forging collaborations is required to attract targeted international students.

In today's digital age, compelling content on social media and websites garners more attention and broader dissemination by the public. While IMC and other marketing tools are important, the key factors driving international student recruitment are word-of-mouth marketing in different languages, supported by competitive pricing and a strategic location. For the future development of IMC, the focus should be on optimizing word-of-mouth marketing strategies. Leveraging alumni and international students to share their experiences can enhance credibility and promotional reach, assisting UII in attracting diverse and high-quality international students.

B. Research Limitations

During this study, the researcher faced several constraints and limitations. delays in conducting interviews and collecting data from the International Office staff at UII occurred due to their busy schedules managing international student admissions and other internationalization activities simultaneously. This resulted in interview schedule adjustments that did not align with the planned timeline. Second, the researcher encountered unknown accounts promoting UII scholarships, particularly from Middle Eastern countries, which could not be reached for further information. The researcher could only cite the content from their posts as supporting evidence. These limitations highlight the importance of flexible scheduling and a more comprehensive approach to data validation in future similar research.

C. Suggestions

From an academic perspective, further research is needed to explore how integrated communication strategies can be effectively applied to internationalize higher education. This includes developing a framework considering global dynamics and digital technologies to attract international students. Comparative studies of strategies used by universities in different countries can also provide insights into best practices. Additionally, research should focus on strengthening word-of-mouth marketing, mainly

through digital tools and multilingual approaches. The role of social media in university communication strategies and its influence on prospective international students should be further analyzed to understand its impact better.

From a practical perspective, the UII International Office needs to evaluate its program planning, particularly in targeting international students, and develop clear timelines for promotional activities. A robust digital marketing strategy is essential, with engaging social media and website content optimized for international audiences. UII should invest in its International Office, which is crucial in recruitment efforts, particularly in word-of-mouth marketing. Collaborating with influencers, improving staff efficiency through training, and possibly creating a dedicated division for international communication are essential steps. Continuous monitoring and evaluation of these strategies will help UII achieve its goals of attracting high-quality international students.

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APPENDIX 1

Letter of Application for Permission to Collect Thesis Data

FAKULTAS
PSIKOLOGI &
ILMU SOSIAL BUDAYA

Gedung Dr. Soekiman Wirjosandjojo
Kampus Terpadu Universitas Islam Indonesia
Jl. Kaliurang km 14,5 Yogyakarta 55584
T. (0274) 898444 ext. 2106, 2114
F. (0274) 898444 ext. 2106
E. fpisb@uii.ac.id
W. fpsb.uii.ac.id

Tanggal : 6 Februari 2024
Nomor : 480/DEK/70/DAA/II/2024
Hal : Permohonan Izin Pengambilan Data Skripsi

Yth. Direktur Kantor Urusan Internasional UII
Gedung Dr. Sardjito Lantai 3 Kampus Terpadu
Jl. Kaliurang No.Km. 14,5, Krawitan, Umbulmartani, Kec. Ngemplak, Kabupaten Sleman, Daerah Istimewa Yogyakarta 55581

Assalamualaikum Wr. Wb

Dalam rangka mempersiapkan mahasiswa untuk menempuh ujian, bagi setiap mahasiswa diwajibkan membuat skripsi/tugas akhir.

Sehubungan dengan hal tersebut diperlukan data, baik dari Instansi Pemerintah maupun Swasta. Selanjutnya kami mohon izin penelitian/pengambilan data mahasiswa Fakultas Psikologi dan Ilmu Sosial Budaya Universitas Islam Indonesia tersebut dibawah ini :

Nama Mahasiswa	: Fikri Haikal Ramadhan
Nomor Induk Mahasiswa	: 20321232
Program Studi	: Ilmu Komunikasi
Pembimbing	: Nadia Wasta Utami, S.I.Kom, M.A.
Judul Skripsi	:

""Communication Strategy of the International Office of Universitas Islam Indonesia in Attracting International Students""

Demikian permohonan kami, atas perhatian dan bantuan Bapak/Ibu/Saudara/i kami ucapkan terimakasih.

Wassalamualaikum Wr. Wb

Dekan Fakultas Psikologi dan Ilmu Sosial Budaya
Universitas Islam Indonesia

Dr. Phil. Qurotul Uyun, S.Psi., M.Si., Psikolog

NIP: 963200102

APPENDIX 2

List of Active International Students at UII 2019-2023 and Bipa Year

No	Name	Nationality	Batch Year
1	Nadeeya Sanmamood	Thailand	2019
2	Apdunkarim Samaae	Thailand	2019
3	Alif Ya	Thailand	2019
4	Kunasree Nithoh	Thailand	2019
5	Asho Abdi Mohamed	Somalia	2019
6	Hassan Elbana Ragab Mohamed Ahmed	Egypt	2019
7	Gehad Rashed Mansoor Al-Sabahi	Yemen	2020
8	Osama Abdulhakeem Hezam Alfahd	Yemen	2020
9	Mohammed Kenneh	Liberia	2020
10	Rabea Rashed Mansoor Al-Sabahi	Yemen	2020
11	Ahmed N. A. Albatta	Palestine	2020
12	Yunes Mohammed Muthanna Al-Murisi	Yemen	2020
13	Asem Abdullah Muhammed Qasem Al-Dharasi	Yemen	2020
14	Osamah Abdullah Ali Al Kayal	Yemen	2020
15	Meeran Hameed	Pakistan	2020
16	Faidat Temitope Balogun	Nigeria	2020
17	Sufyan Useng	Thailand	2020
18	Haleemah Borhoh	Thailand	2020
19	Waleed Redhwan Mohammed Al-Shehari	Yemen	2020
20	Oqbah Ali Mohammed Abdo Qasem	Yemen	2020
21	Faroq Ali Ali Hussein Qazwan	Yemen	2020
22	Siefaddeen Mohammad A Aljamal	Jordan	2020
23	Muatasem Hadi Ali Al-Shawesh	Yemen	2020
24	Mhd Saleh Alhariri	Syria	2020
25	Muhammadsafid A Wae	Thailand	2020
26	Ramez A M Albatta	Palestine	2021
27	Khadega Mohammed Ahmed Al-Hadi	Yemen	2021
28	Najm Al-Dain Sadeq Mohammed Saeed	Yemen	2021
29	Abdulrazzaq Abdulrahman Yahya Al-Khazzan	Yemen	2021
30	Mosab Mohammed Musa Almarioud	Sudan	2021

31	Omar Khaled Farouk Ahmed Khalil	Egypt	2021
32	Rania Ababssi	Morocco	2021
33	Julian Bernhard Mangold	Germany	2021
34	Mosab Hider Mohamed Abdalla	Sudan	2021
35	Ahmed Mahmood Abdulhameed Abdullah Al-yousefi	Yemen	2021
36	Mohammed Ali Saghir Mahdi	Yemen	2021
37	Mohamed Abdelkarim M Bichara	Niger	2021
38	Emad Abdulrahman Abdullah Hasan Mashrah	Yemen	2021
39	Abdullah Yahya Moqbel Al-Sabahi	Yemen	2021
40	Dheya Ali Qasam Al-Raimi	Yaman	2021
41	Amine Rachdia	Morocco	2021
42	Baraa Ali Yahya Sharif	Yemen	2021
43	Mohammed Ahmed Mohammed Abdulwahed Al-Shehari	Yemen	2021
44	Faruk Saba	Thailand	2021
45	Abdallah Yousef Rushdi Abusafyeh	Jordan	2021
46	Mahmoud Yousef Rusdhi Abusafyeh	Jordan	2021
47	Saif Ali Kamil Al-Shabbani	Iraq	2021
48	Kamal Fuad Ali Ahmed Hamid	Yemen	2022
49	Fuad Mamaeng	Thailand	2022
50	Ameen Mama	Thailand	2022
51	Malak Abdulnasser Abduljabbar Al-Rugimi	Yemen	2022
52	Asadaldin Ahmed Yahya Abdullah	Yemen	2022
53	Abdullah Mohammed Ahmed Abdo Alhwyji	Yemen	2022
54	Ahmed Mohammed Mohammed Nasser Alghaili	Yemen	2022
55	Mohaned Mohammed Naji Hider	Yemen	2022
56	Wajeehaldeen Ahmed Qasem Al-Junaid	Yemen	2022
57	Fatin Maetam	Thailand	2022
58	Farah Maetam	Thailand	2022
59	Ebrahim Khaled Salem Bawazier	Yemen	2022
60	Abdulrahman Mohammed Qaid Mohammed Bahlol	Yemen	2022
61	Bashiru Usman Jaja	Nigeria	2022
62	Fatimah Gamal Abdeldayem Abdelminem	Egypt	2022
63	Mohammed Hussein Salem Omar	Yemen	2022

64	Muganga Hakim	Uganda	2022
65	Hizam Faroq Ahmed Al-Awa	Yemen	2022
66	Atif Yaseen	Pakistan	2022
67	Abdullah Mohammed Saeed Salem Baawshah	Yaman	2023
68	Muhammad Sachal Qamar	Pakistan	2023
69	Ayman Hani Abdulmaamon Abdulsafi	Yaman	2023
70	Mashhood Ahmad	Pakistan	2023
71	Saeed Abdulrahman Ali Saif	Yaman	2023
72	Adilah Che-Ama	Thailand	2023
73	Masyitah Attahirah Binte Mohd Mahayuddin	Singapura	2023
74	Abi Abdullah	Bangladesh	2023
75	Firdoos Khan	Pakistan	2023
76	Abubaker Mirghani Abdelmageed Salih	Sudan	2023
77	Osman Mirghani Abdelmageed Salih	Sudan	2023
78	Salsabel Abdo Saleh Al-Sulaimani	Yaman	2023
79	Aziz Abdulkareem Qannaf Hazaa	Yaman	2023
80	Eyad Mohammed Ahmed Hamood Al-Barati	Yaman	2023
81	Mohanad Hamid Mohammed Al-Names	Yaman	2023
82	Badr Aldeen Abdulrahman Yahya Ahmed Al-Khazan	Yaman	2023
83	Jean De Dieu Habumuremyi	Rwanda	2023
84	Osamah Abobakr Yahya Ghilan	Yaman	2023
85	Akram Abdullah Ali A-Surabi	Yaman	2023
86	Amgad Aref Abdulrazzaq Derhem Al-Ameri	Yaman	2023
87	Mohamed Essam Ahmed Morad Mohamed Morad	Egypt	2023
88	Abidullah Adel	Afghanistan	2023
89	Khush Rukh Shoukat	Pakistan	2023
90	Zinab Abdulqader Abdullah Al-Aidaros	Yemen	2023
91	Ayman Baleegh Abdulraoof Al-Kadasi	Yaman	2023
92	Muhammad Hamza Mubarak	Pakistan	2023
93	Reem M H Arada	Palestine	2023
94	Muhammed Fatty	Gambia	BIPA 1 YEAR
95	Murokib kode	Thailand	BIPA 1 YEAR
96	Mqinisi Sibanda	Zimbabwe	BIPA 1 YEAR

97	Aisha Azamat	Kazakhstan	BIPA 1 YEAR
98	Marwan Tawantimung	Thailand	BIPA 1 YEAR
99	Javeria Akram	Pakistan	BIPA 1 YEAR
100	Shakib Bin Alam	Bangladesh	BIPA 1 YEAR
101	Dalia Hussien Hassan Hamd	Sudan	BIPA 1 YEAR
102	Nemat Adil Mohamed Alamin	Sudan	BIPA 1 YEAR
103	Usama Ahmad Khan	Pakistan	BIPA 1 YEAR
104	Fazli Elahi	Pakistan	BIPA 1 YEAR

APPENDIX 3

Research interview questions and transcripts

Transkrip Wawancara
Narasumber : Dr.rer.nat. Dian Sari Utami, S.Psi., M.A.
Posisi : Direktur Direktorat Kemitraan/Kantor Urusan Internasional
Hari/Tanggal : Kamis, 22 Februari 2024
Waktu : 10.00 – 10.40 WIB
Lokasi : Zoom Meeting
Keterangan :
P = Peneliti/Pewawancara
N = Narasumber

P: Bagaimana proses berdirinya International Office Universitas Islam Indonesia?

N: Kantor Urusan Internasional itu kalau seingat saya sudah ada sejak 2014. Jadi, tahun 2014 itu, betul-betul ada Kantor Urusan Internasional. Sebelumnya itu kan maksudnya di Direktorat IP ya, jadi Program Internasional. Sebelumnya lagi Fakultas-Fakultas IP. Nah, kemudian tahun 2014 itu sampai 2018, itu namanya Kantor Urusan Internasional. Waktu itu Direkturnya Wiryono Raharjo yang sekarang menjadi Wakil Rektor IV. Nah, kemudian tahun 2018 itu di-merge, jadi ada penggabungan antara DPKA, yaitu Direktorat Kerjasama dan Alumni, waktu itu di bawah WR3, kemudian dengan KUI, nah itu di-merge jadi satu. Jadi digabung, kemudian mulailah tahun 2018 itu ada Wakil Rektor IV. Jadi DKKUI itu sendiri, itu mulai tahun 2018. Jadi Direktorat Kemitraan slash Kantor Urusan Internasional. Nah, sekarang DPKA juga ada, tapi DPKA itu masih fokusnya hanya untuk karir dan alumni saja. Jadi, ada kerjasama. Jadi kerjasama atau kemitraan itu masuk jadi satu dengan Kantor Urusan Internasional. Sampai sekarang. Nah, kalau saya sendiri bergabung di DKKUI tahun 2020, awal itu di Januari 2020, itu saya mulai ditugaskan di DKKUI. Itu kurang lebih sejarahnya.

P: Apa peran dan fungsi Direktorat Kemitraan dan Kantor Urusan Internasional itu, Bu?
N: Kalau yang sekarang ya memang kami menjadi supporting system begitu. Jadi menjadi sistem pendukung untuk penguatan kerjasama UII dengan mitra-mitra di luar UII. Nah, mitra di luar UII itu bisa mitra yang di Indonesia, bisa juga mitra yang di luar negeri. Nah, mitranya ini juga ada beberapa jenis, ya ada mitra dari pemerintah, baik itu mitra industri, termasuk juga mitra akademik, jadi perguruan tinggi, sekolah, itu masuk ke sana. Kemudian ada juga mitra media, dan juga mitra organisasi masyarakat atau NGO. Nah, itu semua masuk yang disebut dengan pentahelix. Itu jenis mitra ya, jadi dalam dan luar negeri. Kemudian Kantor Urusan Internasional ini berfungsi untuk menjalankan koordinasi ya, aktivitas-aktivitas yang berkaitan dengan mobilitas internasional, atau internasionalisasi di UII, itu sih kurang lebihnya.

P: Kemudian susunan dan jajaran dari pengurus IO UII itu dimulai dari mana, Bu? Dan apa saja divisi-divisinya?

N: Ya, kalau yang tertinggi kan penanggung jawab tetap rektor ya, kemudian kalau rektor itu kan di bawah rektor, itu ada wakil rektor-wakil rektor, nah ini kan ada empat wakil rektor. Nah, kalau wakil rektor yang keempat ini, wakil rektor bidang kemitraan dan kewirausahaan, nah itu di bawahnya ada tiga direktorat. Jadi ada direktorat simpul tumbuh untuk pengembangan kewirausahaan, kemudian ada direktorat pemasaran, kemudian ada direktorat kemitraan dan kantor urusan internasional. Jadi kami ini ada di bawah wakil rektor empat, atau wakil rektor bidang kemitraan dan kewirausahaan. Nah, di bawah DKKUI itu ada tiga divisi official, dan satu divisi yang non-official. Jadi kami sih mengakuinya de facto-nya itu ada empat divisi, tapi sejujurnya itu sebenarnya ada tiga divisi. Yang pertama itu ada divisi mobilitas internasional, kemudian ada divisi kemitraan luar negeri, kemudian yang ketiga divisi kemitraan dalam negeri. Nah, itu yang memang secara sejujurnya, jadi ada di dalam struktur organisasi. Kemudian yang keempat ini ada culture and learning center. Nah, culture and learning center ini masuknya di KUI, jadi menjadi divisi sendiri secara de facto ya itu memang divisi. Jadi di sana menjalankan aktivitas-aktivitas terkait dengan penguatan budaya termasuk cultural awareness, dan juga learning skill untuk mahasiswa. Jadi misalnya pelatihan atau workshop yang berkaitan dengan learning, kemudian program-program yang relate dengan culture itu nanti ada dibantu oleh culture and learning center ini. Termasuk kerjasama dengan misalnya embassy, kedutaan-kedutaan besar, misalnya cafe Prancis, itu kan kerjasama dengan embassy kedutaan besar Prancis. Nah, itu kami membuat cafe Prancis ini, itu masih di bawah culture and learning center.

P: Apa tujuan dibentuknya International Office UII, khususnya dalam mencari mahasiswa internasional? ya Bu?

N: Sebenarnya, berdirinya International Office UII itu didirikan tujuannya untuk penguatan internasionalisasi di UII sendiri. Jadi kita kan sudah masuk era globalisasi. Kalau kita berbicara globalisasi, itu kan akan berkaitan dengan konteks misalnya globalisasi ekonomi, kemudian geografis, dan sebagainya, termasuk budaya. Nah, internasionalisasi itu menjadi motornya. Jadi kalau kita mau going global, nah itu ya di internasionalisasi itu. Sehingga fungsinya KUI tadi menjadi katalis ataupun media untuk pengembangan internasionalisasi. Bisa dari kurikulum, bisa dari mobilitas, bisa dari program-program yang lainnya.

P: Selanjutnya, apa saja aktivitas yang dilakukan oleh Kantor Urusan Internasional secara umum, Bu?

N: Oke, secara umum. Jadi kalau kami kan menjalin kemitraan ya. Jadi kemitraan baik itu nasional atau dalam negeri dan juga kemitraan luar negeri. Jadi kalau misalnya ada yang ingin bekerja sama dengan UII, itu biasanya melalui kami, pintu masuknya itu melalui DKKUI. Baik itu dia perguruan tinggi, sekolah, industri, perusahaan, atau pemerintah, termasuk nanti dengan NGO-NGO, media, itu kalau ingin bekerja sama dengan UII, itu pintu masuknya melalui DKKUI. Kemudian sama juga kalau misalnya UII ingin bekerja sama dengan mitra-mitra luar negeri, jadi kami punya peran, punya kewenangan untuk mencari mitra untuk UII. Sehingga kami perlu tahu sistem proses bisnis yang ada di UII. Misalnya penelitian, kami perlu tahu penelitian itu sekarang di UII ini sedang fokusnya apa. Siapa mitra yang bisa diajak kerja sama. UII itu sekarang sudah mengembangkan kewirausahaan. Kita mencari mitra yang itu juga bisa bekerja sama, berkolaborasi untuk pengembangan kewirausahaan. Itu masuknya melalui DKKUI. Itu terkait dengan kerja sama tadi, yang kemitraan. Kemudian terkait dengan mobilitas internasional juga sama. Jadi kalau mahasiswa-mahasiswa UII ingin mengikuti misalnya kredit transfer ke luar negeri atau double degree ke luar negeri, itu juga pintu masuknya melalui KUI. Dosen misalnya ingin jadi visiting professor ke luar negeri, itu juga nanti pintu masuknya melalui KUI. Kami tidak menguruskan visa, tapi kami merekam data itu. Kami merekam, kemudian nanti ketika ada yang akan masuk ke UII, misalnya ada orang asing ingin magang di UII, mahasiswa asing ada yang ingin kuliah di UII, itu juga masuknya lewat KUI. Kemudian ada yang ingin jadi dosen, orang asing ingin jadi dosen di UII. Kita kan sudah punya beberapa, ada 30 kurang lebih dosen asingnya UII. Baik itu yang kuliahnya ngajarnya full daring, atau yang luring itu juga sama, masuknya lewat KUI. Kami juga tugasnya mencari, jadi mempromosikan. Nanti UII itu juga bisa menerima program-program, misalnya tadi visiting professor, kita juga bisa menerima program pertukaran mahasiswa satu semester, baik itu ke luar negeri, maupun juga yang dalam negeri, tapi enggak terlalu kami mempromosikan sih. Tapi itu lebih banyak diandalkan oleh Direktorat Pemasaran. Termasuk nanti yang akan mencari mahasiswa asing untuk kuliah di UII, itu kami juga yang bertugas melakukan promosi.

P: Nah, selanjutnya kita bicara tentang strategi komunikasinya langsung. Kira-kira strategi komunikasi apa yang diterapkan oleh International Office UII dalam menjaring mahasiswa?

N: Khusus untuk mahasiswa internasional, kalau strategi kami itu, biasanya pesan dari Pak Rektor ini menghangatkan hubungan, itu kata kuncinya. Jadi biasanya kami akan memetakan, kita sudah punya hubungan baik dengan mana. Kan kita memetakan ya, kalau mau mencari mahasiswa asing, mahasiswa internasional, itu pihak-pihak mana yang bisa dilibatkan, itu pertama kami memetakan dulu. Kemudian dari pihak-pihak itu mana yang sudah punya hubungan baik dengan UII. Jadi misalnya, oh kalau untuk mencari mahasiswa internasional itu, kita melihat bisa dari alumni atau dari mahasiswa kita sendiri yang sedang studi ya, mahasiswa asing yang sedang studi di UII, itu pertama. Kemudian yang kedua, dari mana lagi? Oh, dari kedutaan besar asing. Kemudian yang ketiga, dari mana? Oh, dari KBRI. Nah, itu kita juga 2-3 tahun terakhir ini baru ngeh, oh KBRI itu menjadi katalis betul, punya peran penting, karena KBRI sendiri juga punya KPI, punya target kerja untuk menjalin kerja sama tadi dengan perguruan tinggi Indonesia di negaranya. Nah, sehingga kami kemudian memetakan, oh kok ini

banyak mahasiswa dari Thailand. Oke, kalau begitu kami melakukan kontak dengan KBRI yang ada di Thailand. Kami menjaga hubungan baik itu. Itu yang kami coba lakukan. Dan alhamdulillah itu berjalan dengan baik selama ini. Dan sampai akhirnya kita sudah punya asosiasi, bukan asosiasi, student union ya namanya, Persatuan Mahasiswa Asing UII. Itu kan kita sudah punya, nanti bisa cek di IG-nya, namanya UII Global. Nah, itu di bawah Culture and Learning Center ya, masih di bawah DKKUI, tapi yang mengelola itu, membantu itu dari Culture and Learning Center. Kemudian dengan mitra-mitra sekolah di luar negeri, kita coba identifikasi, nah itu menjadi target promosi juga. Dan ternyata alhamdulillah mereka yang membantu mempromosikan secara tidak langsung tanpa diminta oleh UII. Jadi seperti kemarin di Thailand itu, kita menerima banyak sekali permintaan untuk datang ke sekolah-sekolah mereka untuk promosi tentang UII. Itu tidak mengira juga. Karena awalnya kita hanya satu atau dua sekolah, ternyata mereka menyampaikan semacam ke grup-grup sekolah, sehingga banyak yang request sekolah-sekolah Islam yang ada di Thailand. Kemudian kita sudah memetakan juga, memetakan dari mahasiswa, mahasiswa kita paling banyak dari negara mana, mahasiswa internasional. Kemudian track record mereka bagaimana, secara akademik bagus, mereka aktif, ikut kegiatan. Nah, itu kita coba jajaki, bisa enggak kita promosi ke negara itu. Artinya ini negara yang potensial. Karena banyak yang sudah di UII. Nah sekarang ini, tahun ini kita sudah fokus ke Filipina, mulai masuk ke Filipina. Walaupun Filipina itu kita sebenarnya belum ada, tapi coba kita jajaki untuk Asia, terutama di daerah Mindanao. Karena sempat ada pertemuan dengan mitra, walaupun mitranya itu mitra perguruan tinggi, tapi mereka itu memberikan ide. Di sekolah-sekolah Islam juga banyak. Mereka kadang-kadang kesulitan kalau mau cari universitas Islam. Nah, itu kan menjadi wacana yang akhirnya kita jajaki. Jadi kita kontaknya itu, kalau mau pergi ke satu negara, kontaknya melalui KBRI. Kemudian Pakistan, karena mahasiswa sudah banyak juga dari Pakistan, selain Thailand tadi. Ini juga sedang promosi juga ke Pakistan.

P: Apa saja tipe-tipe calon mahasiswa internasional yang sudah dipetakan?

N: Iya, karena IPK kan kita memantau. Kebanyakan kan mereka dengan beasiswa. Nah, beasiswa ini juga menjadi cara untuk promosi juga. Karena kalau orang mau kuliah di luar negeri kan biasanya dicari beasiswa ya. Kalau nggak ada beasiswa kan pasti berat. Nah, ini juga sama. Itu menjadi salah satu cara juga kita mempromosikan UII ke luar negeri, supaya banyak yang tertarik untuk studi di UII. Kemudian pengelolaannya kita perbaiki juga. Sehingga ketika kita promosikan, kita jelas. Yang di-cover itu apa saja dari beasiswa itu. Nggak hanya digratiskan SPP-nya. Karena kalau hanya digratiskan SPP itu mereka nanti akan berat selama hidup di studi di sini ya. Hidup di Jogja gitu. Terus mereka nanti dari mana? Misalnya untuk makan dan kebutuhan sehari-hari. Sehingga kita support juga memberikan allowance gitu. Kemudian ada jaminan kesehatan ya. Jadi kita ikutkan health insurance. Itu sudah include semua. Termasuk kelas bahasa Indonesia itu wajib. Sehingga mereka nggak merasa tidak aman gitu. Karena tidak ngerti ini orang pada ngomong apa. Paling nggak mereka ngertilah sedikit-sedikit. Bisa berkomunikasi gitu. Atau kalau mau beli sesuatu bisa tahu bagaimana berkomunikasi.

P: Tadi bu, kalau negara bu, dari negara mana saja yang menjadi target IO UII?

N: Sebagai targetnya. Itu ya Asia. Karena kita kan tidak membiayai tiket. Maksudnya beasiswa itu tidak meng-cover tiket. Jadi supaya mereka juga bisa mampu untuk membeli tiket. Karena

kalau di negara yang misalnya Eropa, walaupun ada, atau Afrika, memang ada juga. Dan itu banyak juga yang dari Afrika. Tapi biasanya kalau dari Afrika bisa ke sini itu memang keluarga berada.

P: Kira-kira negara apa yang menjadi target besar?

N: Kami utamanya masih Asia. Kalau saat ini kan ada 135 mahasiswa asing full degree. Maksudnya yang memang kuliah penuh. Bukan yang student exchange tapi betul-betul full S1, S2, atau S3. Dan itu dari 24 negara.

P: Kapan dan bagaimana peningkatan mahasiswa internasional paling banyak terjadi setelah pandemi?

N: Kalau pandemi itu, border itu kan ditutup ya mas. Jadi orang asing kan nggak bisa masuk ke Indonesia. Jadi nggak ada perjalanan ke luar negeri maupun perjalanan masuk ke Indonesia itu juga ditutup. Sehingga waktu itu kan kuliahnya juga masih daring. Ya punya yang mendaftar mahasiswanya. Tapi pada saat itu kan kendala internet juga yang nggak siap negara itu, punya internet yang cukup lancar. Jadi ada yang juga prefer kalau mereka melakukan fisik. Kalau untuk yang mahasiswa full degree, maksudnya kuliah yang full degree itu, itu lebih banyak yang setelah pandemi. Kalau saat pandemi itu lebih banyaknya malah mahasiswa yang ikut program-program pendek gitu. Misalnya kita bikin International Cultural Day, itu banyak yang ikut kan online webinar-webinar gitu. Tapi itu kan tetap dihitung juga sebagai mahasiswa asing kita, tapi bukan yang full degree, jadi yang tanpa gelar.

P: Bu, selanjutnya ini tentang kegiatan spesifik atau program spesifik yang dirancang oleh International Office UII, untuk menarik perhatian mahasiswa internasional. Itu apa Bu kira-kira?

N: Kalau programnya dulu kita itu pernah melakukan promosi namanya Wonderful Indonesia apa ya kalau seingat saya itu namanya. Ya kurang lebih itu. Jadi kita mengenalkan tentang Indonesia gitu, jadi dari pulau-pulau kita benar-benar presentasi Sumatera seperti ini, apa sih yang khas di sana gitu, terus makanan khas dan sebagainya sampai akhirnya ada informasi tentang mahasiswa juga. Itu sudah tahun 2020-2021 kita buat seperti itu. Terus itu menarik ya, karena dari mulut ke mulut mereka cerita ke teman-temannya, ke adik angkatannya gitu kan, terus mereka pada ikut. Tapi kalau sekarang kita sudah enggak membuat lagi kegiatan itu karena nampaknya mahasiswa sudah cukup banyak gitu ya. Ini saja baru satu bulan kita buka itu pendaftarnya sudah 300 padahal kuota beasiswa hanya 50 itu untuk S1, S2, dan S3. Dan kita masih buka sampai akhir April.

P: Kemudian ini Bu, siapa yang bertugas melakukan promosi ke luar negeri khususnya atau yang bertindak sebagai komunikator?

N: Dari kami di DKKUI itu sebisa mungkin semuanya pernah ke luar negeri. Mbak Ambar itu

juga pernah ke luar negeri ya Mbak. Yang pengabdian di UII juga kami libatkan. Sekarang yang promosi di Pakistan ini kan juga ada Kadiv dan ada satu staff. Jadi promosi itu untuk tahun ini kita sudah bisa jalan. Kalau tahun lalu kan masih bertiga ya. Satu negara tiga orang. Tapi kita lihat efektivitasnya karena sudah ada pengalaman itu, maka dua orang cukup. Jadi satu kepala divisi dan satu staff. Itu yang bertugas untuk promosi. Biasanya Pak Wing, kemudian nanti saya. Itu yang berangkat untuk pembahasan kerja sama. Karena kalau kerja sama itu kan lebih luas ya. Biasanya kan mitra juga, apa namanya kerja sama itu apa yang mau dikerjasamakan. Apakah nanti riset, apakah nanti visiting lecture, apakah nanti membuat program apa. Biasanya seperti itu. Tapi kalau masih berkaitan dengan promosi atau menjalankan program mobilitas budaya, itu biasanya nanti, kalau khusus mobilitas itu tentu saja dengan Bu Nihla. Tapi kalau kerja sama luar negeri, itu biasanya saya, Pak Aldi, Pak Wing.

P: Tadi saya sempat bahas, bagaimana IO UII berinteraksi dengan calon mahasiswa internasional?

N: Iya dengan dating ke sekolah-sekolah. Terus sosial media itu kan juga kita gunakan, karena aktivitas-aktivitas kita bersama mahasiswa asing itu kan kita record, kemudian kita masukkan ke sosial media, baik itu YouTube maupun Instagram. Itu kan diakses. Jadi mereka akan share ke teman-temannya juga, ke adik angkatan, ke saudaranya. Mereka ikut buka. Itu ternyata membantu sekali.

P: Untuk media sosial, apa yang paling sering digunakan?

N: Kalau kami, Instagram paling sering. Bisa dicek io_uii. Nah, ini website. Ini kita kan nggak punya website yang khusus punya KUI. Ini website kita itu masih nempel dengan uii.ac.id, tapi sedang kita mutakhirkan sekarang. Semoga Maret nanti sudah bisa terupdate, gitu ya, lamannya di web. Ada juga YouTube, ya, YouTube dan Instagram berarti. Untuk website masih dimutakhirkan.

P: Selanjutnya, Bu, tentang komunikasi langsung dan tidak langsung. Kebanyakan International Office UII itu melaksanakan kegiatan atau berinteraksi dengan masyarakat internasional itu secara langsung atau melalui media, Bu? Kayak media sosial mungkin atau daring, mungkin gitu, Bu?

N: Dua-duanya. Jadi kita ada tea time. Kalau tea time itu biasanya kita online, gitu ya. Jadi memonitor progres mahasiswa asing atau kita mau ngasih informasi apa, gitu. Itu pakai tea time. Tapi ada juga namanya International Student Gathering. International Student Gathering itu kita memang meet up, gitu. Jadi mengundang semua. Prodi juga kita undang biar tahu. Mereka disuruh cerita mengalami kendala apa. Jadi Prodi juga dengar, gitu. Nanti bisa memberikan solusi-solusi juga. Jadi semacam sarasehan, lah, kurang lebih. Untuk buka puasa bersama pas Ramadan itu juga kita bikin dengan mahasiswa asing. Terus ada International Day, itu juga kita bikin. Social media juga tetap kita gunakan. Ya, kan ada WhatsApp Group, ya. Kita punya WA Group untuk incoming student. Terus ada juga perangkatan, gitu. Perangkatan International Student itu juga ada grupnya sendiri-sendiri yang kita buat, gitu. Kemudian kita akan melibatkan

direktorat yang lain seperti DPPAI. Jadi DPPAI itu juga mendesain program, Mas. Programnya PNDI itu beda dengan PNDI-nya anak-anak Indonesia, gitu loh. Ya, itu ada yang khusus, gitu, dan ada kurikulumnya sendiri. Kemudian ini yang sedang berproses, ini untuk pengembangan karir. Ini untuk mahasiswa asing. Ini nanti ada master plan-nya sendiri untuk pengembangan karir global. Tapi harapannya bisa dipakai juga untuk mahasiswa Indonesia. Jadi orientasi karirnya itu tidak pekerja lokal saja, tapi bisa pekerja mendunia, gitu ya.

P: Untuk memperkenalkan UII, apa saja, Bu, informasi yang disampaikan kepada mahasiswa internasional atau calon-calon mahasiswa internasional?

N: Kalau kami, pertama mahasiswa itu jelas kita informasikan, kemudian fasilitas yang ada di UII seperti apa. Terus macam-macam program studi, peluang karir, dan aktivitas mahasiswa internasional lainnya. Karena ada video juga, ya, ini dibantu dari Direktorat pemasaran, itu untuk talent-nya itu adalah mahasiswa asing sendiri. Ada itu, nanti bisa diakses juga di YouTube atau dibuka juga di uii.ac.id di bawah itu video khusus untuk talentanya mahasiswa asing yang memang kita pakai untuk promosi. Terus di UII Global, di Instagram-nya UII Global, mereka sendiri juga bikin gimmick-gimmick itu yang menarik untuk teman-temannya sendiri, sesama negaranya, atau calon-calon dari negara lainnya.

P: Apakah ada nilai-nilai keislaman yang diperkenalkan, Bu?

N: Kalau nilai-nilai keislaman, kita tidak terlalu, sih. Karena mungkin sudah ada namanya Universitas Islam Indonesia, itu. Muslih orang tahu, walaupun ada yang non-muslim juga yang mendaftar. Untuk sekolah-sekolah Islam, itu ya, karena memang rekomendasi dari KBRI juga. Dan itu juga kebanyakan request dari mereka sendiri, dari sekolah-sekolahnya itu untuk datang. Kalau sekolah-sekolah non-Islam, sih, enggak. Tapi sekolah Indonesia, iya. Sekolah Indonesia di luar negeri, itu. Karena kita lakukan kedutaan besar, biasanya kami juga ke sana untuk promosi.

P: Apakah IO UII punya tagline untuk menarik calon mahasiswa internasional itu?

N: Itu ada di yang di PMB, itu lho, PMB Internasional. It’s your time, Find your future at UII, tagline-nya, ya.

P: Bu, tadi tentang media, kan, Bu. Apa yang menjadi kelebihan dan kekurangan dari media masing-masing itu, Bu?

N: Kalau website, itu kan hanya bisa memberikan informasi satu arah. Maksudnya, kita kan bisa terlalu sering memutakhirkan itu setiap hari, kan, juga enggak. Itu betul-betul informasi dan itu penting karena itu kan menggambarkan profil, ya, profilnya UII. Dan mitra-mitra itu biasanya pakenya memang website, bukan Instagram. Gitu, kalau mitra, jadi mereka akan melihat UII itu seperti apa, ya, di dalam website itu. Termasuk internasionalisasi yang sudah dikerjakan seperti

apa di website. Tapi kalau tadi mahasiswa-mahasiswa asing, itu yang mereka memang carinya kebanyakan di Instagram.

P: Menurut Bu Dian selaku direktur, kira-kira mahasiswa-mahasiswa internasional UII itu mereka kebanyakan melalui kerjasama atau promosi masuk ke UII?

N: Promosi, kalau itu. Promosinya itu kan tidak melulu dari kita, ya. Tapi kita memanfaatkan tadi UII Global. Jadi UII Global itu yang Southern Union tadi, itu menjadi kepanjangan tangan. Karena di UII Global itu, itu kan persatuan mahasiswa asing UII, ya. Terus di bawahnya itu kan ada persatuan mahasiswa asing Thailand di UII, persatuan mahasiswa asing Myanmar di UII.

P: Berarti banyak juga yang melalui mulut ke mulut, ya, Bu?

N: Mereka buat sendiri, terus mereka punya ini sendiri, punya social media sendiri. Jadi yang Thailand itu juga punya Instagram sendiri. Jadi waktu kami promosi ke Thailand kemarin, beberapa kan agak nggak ngerti, lah, spesifik yang anak Thailand itu ngapain ajak kuliah di UII. Nah, itu mereka buka, kita bukakan Instagram-nya. Mereka langsung tahu ternyata mahasiswa-mahasiswa Thailand di UII kayak gini, lah, aktivitasnya.

P: Kalau beasiswa, apa saja mungkin beasiswa yang ada, yang biasanya UII promosikan?

N: Ada lebih dari dua yang dikelola UII. Yang pertama, beasiswanya UII, namanya Future Global Leaders Scholarship atau FGLS. Kemudian ada satu lagi, beasiswa dari pemerintah Indonesia, yaitu KNB, dari LPDP, tapi itu untuk orang yang kuliah di perguruan tinggi di Indonesia. Tapi yang ditawarkan hanya 26 perguruan tinggi. UII ini salah satu pengelolanya, termasuk yang ditawarkan juga. Jadi dari 4.000 perguruan tinggi di Indonesia, itu hanya ada 26 yang nanti menjadi perguruan tinggi atau universitas penerima beasiswa kemitraan negara berkembang dari LPDP. Ini programnya Kemendikbud, tapi yang memberikan beasiswa dari LPDP untuk orang asing.

P: Paling banyak minatnya ke beasiswa mana, Bu? FGLS itu atau yang KNB itu, Bu?

N: FGLS, kalau KNB itu banyak yang minat juga, banyak yang daftar, cuma kan terbatas karena kuotanya dibatasi oleh kementerian. Kayaknya 200 dibagi 26, kan, cukup banyak. Kalau FGLS itu lebih banyak kuotanya. Oh iya, Mas. Ini saya sudah mau sampai. Saya tak siap-siapin.

P: Terima kasih banyak, ya, Bu. Hati-hati di jalan.

N: Terima kasih, Mas. Pamit, ya. Assalamualaikum.

Transkrip Wawancara Bu Dian Part 2

Narasumber : Dr.rer.nat. Dian Sari Utami, S.Psi., M.A.

Posisi : Direktur Kemitraan/Kantor Urusan Internasional

Hari/Tanggal : Kamis, 14 Maret 2024

Waktu : 20.30 – 21.15 WIB

Lokasi : Zoom Meeting

P: Assalamu'alaikum warahmatullahi wabarakatuh. Selamat malam Bu Dian. Selamat malam. Saya mengucapkan terima kasih yang sebesar-besarnya karena di tengah-tengah kesibukan Bu Dian masih bisa menyempatkan atau meruang waktunya. Ini ada tambahan pertanyaan gambaran umum tentang divisi kemitraan dalam negeri terkait apa itu divisi kemitraan dalam negeri, kemudian tugas-tugasnya gitu?

N: Waalaikumsalam warahmatullahi wabarakatuh. Sebenarnya divisi kemitraan dalam negeri itu juga ada kepala divisinya. Namanya Pak Bambang. Jadi kalau kemitraan dalam negeri, ya tugasnya sama mengawal kerjasama UII, tapi untuk domestik. Jadi untuk dalam negeri begitu. Baik itu dengan pemerintah, dengan perguruan tinggi, atau sekolah juga bisa, atau industri, media, dan masyarakat.

P: Kalau program atau kegiatannya apa saja Bu?

N: Kalau program atau kegiatannya, kalau kami di level universitas ya mengawal MOU, ya semuanya. Jadi kalau di dalam negeri itu sebutannya naskah kerjasama. Kalau di kemitraan luar negeri namanya MOU, Memorandum of Understanding. Jadi itu semacam payung untuk semua kerjasama. Sehingga ketika sudah ada kerjasama di level universitas atau naskah kerjasama tadi, maka semua unit-unit di bawahnya itu bisa mengimplementasikan itu. Kalau kegiatannya, kalau saat ini kami sedang membangun sistem, ya, tapi ini jadi satu karena kemitraan luar negeri dan dalam negeri. Sistem UII kemitraan yang pernah saya ceritakan itu di Gateway, nanti akan ada. Sehingga memudahkan untuk proses alur inisiasi kerjasama, sampai nanti pelaporan implementasi kerjasama, dokumen implementasi bisa dilaporkan prodi-prodi, ataupun pusat studi itu lebih enak ke sistem gitu. Jadi kita tahu bahwa kerjasama dengan A, misalnya, itu ada berapa sih implementasinya, dan dengan siapa saja gitu. Kemudian kita kan juga ikut konsorsium, ya, dalam negeri itu namanya NUNI. NUNI itu Nationwide University Network in Indonesia. Kebetulan dari UII itu ada wakil ketuanya. Wakil ketua NUNI itu Pak Wing atau WR4. Jadi kami juga lumayan aktif, ya, di NUNI gitu. Jadi untuk implementasi kerjasama dalam negeri, karena anggotanya ada 21 perguruan tinggi dalam negeri gitu. Jadi kita bikin kegiatan bareng. Ada lecture series, walaupun lecture series ini sebenarnya implementasi mitra-mitra luar negeri, ya, tapi juga akan menjadi satu, jadi implementasi dalam negeri juga gitu. Terus kadang-kadang kalau kita bikin summer program, itu kita ajak ke desa-desa, apa namanya, mitranya UII gitu. Jadi implementasi juga untuk kemitraan dalam negeri. Kemudian riset juga, ya. Riset misalnya dengan Pemkab itu juga dilakukan. Kemudian ada misalnya praktek mengajar itu dari

industri, itu juga ada. Baik itu yang dari MPKM maupun, apa namanya, memang mandiri, ya. Mandiri itu maksudnya memang ini programnya dari UII sendiri gitu. Terus yang terakhir kemarin kami ini, ya, Expo di Australia itu juga di bawah NUNI, ya. Jadi 14 perguruan tinggi membernya NUNI, kita bikin booth bareng gitu untuk, apa namanya, eksibisinya itu lebih ke partnership gitu. Jadi bukan mencari mahasiswa, tapi sama-sama mencari partner gitu. Terus ini yang akan direncanakan, ya, riset bersama nanti.

P: Berarti kemitraan dalam negeri itu pun erat kaitannya ya dengan kemitraan luar negeri gitu ya, Bu?

N: Sering banget kolaborasi, iya kami kaitkan gitu kalau di DKKUI ya. Tapi kalau di prodi-prodi ya langsung punya kegiatan sendiri-sendiri gitu. Kayak misalnya HI itu kan termasuk aktif ya untuk exchange juga antar perguruan tinggi dalam negeri. Jadi ada mahasiswa dari universitas mana ya, itu juga ke UII ambil satu semester gitu. Nah, dari UII juga sama gitu. Ambil satu semester gitu biasanya.

P: Menurut Bu Dian, dari keempat divisi di IO UII, mana yang memiliki peran paling besar khususnya dalam mencari atau mendatangkan mahasiswa internasional?

N: Oh, dari Mobilitas Internasional, jelas. Jadi Mobilitas Internasional itu ibarat motornya ya. Jadi kalau motornya ini berhenti, kita berhenti semua gitu. Kalau yang lain kan ada setang gitu ya. Kemitraan itu ibaratnya setang gitu. Mungkin ada yang perannya jadi sadel gitu kan. Ada yang perannya jadi spion gitu. Tapi kalau motor ini di Mobilitas. Jadi memang sekarang ini kita sedang mengupayakan supaya program-program Mobilitas itu banyak inovasinya. Otomatis SDM-nya juga harus ditingkatkan. Kapasitasnya begitu untuk bisa membuat inovasi-inovasi. Ini kami akan rekrutmen ini student internship. Nanti yang banyak membantu di Mobilitas.

P: Menurut Bu Dian, apakah divisi Mobilitas Internasional ini sudah pas gitu, Bu? Maksudnya secara jobdesk dan lainnya?

N: Kalau saat ini memang, ya alhamdulillah ya sudah banyak kali sudah dilakukan oleh teman-teman gitu dalam satu tim. Banyak sekali aktivitasnya. Tapi memang rasanya perlu nambah. Karena job-nya teman-teman itu banyak gitu. Kemudian untuk Outbound Mobility, kita juga masih di-handle oleh satu orang, Miss Nisa. Jadi ini juga perlu ada yang membantu nanti. Termasuk program-program apa gitu ya. Dengan mitra yang bisa diikutsertakan oleh mahasiswa UII untuk Outbound Mobility. Terutama Outbound Mobility yang berkualitas gitu. Itu tidak hanya sekedar apa, visit aja.

P: Apakah menurut Bu Dian fasilitas UII itu sudah benar-benar fokus kepada Mobilitas Internasional, khususnya ketika promosi dan proses rekrutmen?

N: Jadi kalau untuk PMB ini alhamdulillah kita sebenarnya sudah sejak lama itu terintegrasi ya. Maksudnya terintegrasi dengan tim PMB pusat. Jadi Direktur KUI itu pasti masuk ke dalam tim sebagai Koordinator Admisi Internasional. Siapapun Direkturnya pasti masuk ke sana. Nah kalau dulu itu hanya sendiri. Maksudnya Koordinator tanpa anggota. Jadi misalnya saya tahun lalu masuk, tahun-tahun sebelumnya masuk itu ya sebagai Koordinator seleksi khusus mahasiswa internasional tapi tidak ada anggotanya. Akhirnya saya membentuk tim sendiri di

internal KUI. Nah, tapi kalau sekarang sama sih masih membentuk tim sendiri tapi sudah ada anggota yang itu masuk ke dalam tim besarnya PMB dan kita sudah mendapatkan support juga. Nah gitu alhamdulillah sejak mungkin 3 tahun ini ya. Support itu dalam arti misalnya support anggaran gitu. Kita dibantu walaupun itu tidak untuk yang promosi mobilitas fisik ya. Tapi misalnya kita mengadakan open day gitu. Anggarannya kan sudah disupport dari tim PMB gitu ya. Alhamdulillah. Terus kemudian untuk rapat, kemudian misalnya ada interviewer ya. Interviewer untuk seleksi-seleksinya itu sudah semuanya dari PMB pusat gitu. Alhamdulillah gitu. Dan kalau misalnya kita akan memutuskan jumlah yang diterima dan sebagainya kan sudah rapat bersama ya dengan prodi-prodi itu. Karena memang yang mengambil keputusan kan Kaprodi, bukan KUI gitu.

P: Tapi memang beda ya, Bu. Maksudnya walaupun tadi kolaborasi dengan PMB UII. Maksudnya secara praktik itu memang apakah mereka cuma bantu support saja atau memang semuanya itu melalui PMB atau gimana? Atau melalui KUI gitu?

N: Ya, bedanya koordinasinya itu langsung diserahkan ke koordinator seleksi khusus administrasi internasionalnya, itu saya gitu ya. Jadi langsung diserahkan mau jalan seperti apa. Nanti kita tinggal report aja. Tapi kalau untuk informasi kan semua sudah terintegrasi di website juga. Sudah mungkin 4 tahun ini ya pmb.uii.ac.id kan sudah ada di sana. Kemudian untuk sistem admisinya. Jadi kalau dulu kita ada sendiri form-nya. Kalau sekarang sudah 3 tahun ini sudah terintegrasi di sana. Jadi di admisi.uii.ac.id karena ada pilihan nanti di situ. Itu sudah ada pilihannya juga untuk international applicant. Dan itu kita kerjakan bersama-sama dengan BSI yang itu adalah tim di PMB. Alhamdulillah.

P: Menurut Ibu, bagaimana UII melihat mahasiswa internasional ini, apakah sebatas, oke kita serahkan semua ke KUI gitu? Atau memang semua direktorat atau semua kayak fakultas, itu sudah concern kalau kita punya mahasiswa internasional. Jadi semuanya harus melayani gitu atau memfasilitasi. Gimana, Bu?

N: Kalau fakultas sudah mulai concern ya, program studi juga sudah. Tapi ya memang jadi tugas KUI ternyata termasuk tadi untuk pengawalan masalah bahasa misalnya di media-media yang akan digunakan, media-media informasi, mahasiswa asing ternyata itu masuk ke programnya DKKUI.

P: Apa efek dari strategi komunikasi yang dilakukan oleh KUI UII, dan apakah strategi tersebut sudah berjalan dengan baik?

N: Kalau sejauh ini, alhamdulillah ya. Karena saya melihat semakin baik. Semakin baik begitu. Kami memang berusaha memanfaatkan media sosial yang ada. Pertama Instagram. Yang ada itu maksudnya yang ada dan bisa dikelola. Karena kita kan punya Facebook sebenarnya. Tapi akhirnya bisa tersentuh hanya Instagram. Karena SDM-nya enggak ada untuk update X atau Facebook. Sehingga Instagram ini kita maksimalkan gimana caranya biar dapat follower yang banyak. Sayang kalau enggak ada follower yang sama aja ya enggak ada yang akses. Kalau YouTube itu masih belum maksimal. Terutama website ya. Website itu sedang kita maksimalkan supaya bisa menjadi sumber informasi. Terutama mahasiswa asing yang misalnya ingin program pendek. Yang cuma mau sebentar ke sini tapi ingin tahu gimana sih bisa. Gimana sih nanti tinggal di sana. Informasi itu kan harus ada. Terus untuk mahasiswa asing yang difabel.

Itu kan kita juga belum memberikan informasi. Karena layanannya ya. Sebenarnya sudah ada walaupun mungkin belum merata. Tapi kan beberapa bangunan sudah ada lift misalnya. Terus apa lagi ya, dengan KBRI ya kami itu sering gitu. Walaupun itu masih dalam bentuk surat yang dipostkan atau email gitu. Tapi itu masih menjadi media yang efektif untuk dilakukan BA gitu ya. Jadi kita sering kontak. Misalnya mau promosi kita kontak gitu. Walaupun mereka diundang untuk open day nanti yang promosi virtual itu. Itu kan rame-rame ya. Promosi virtual itu. Terus melaporkan progres mahasiswa asing yang ada di UII itu ke embasi-embasi. Jadi kedutaan besar asing mereka sendiri-sendiri itu kita sampaikan gitu. Supaya pertama tahu lah kalau ada warganya yang di sini gitu kan kelihatan di UII. Yang kedua supaya mereka tahu bahwa ada UII loh yang menerima mahasiswa asing gitu, itu warga mereka. Jadi mereka tahu bisa mempromosikan juga nantinya ke negaranya. Itu salah satu strategi secara tidak langsung sebenarnya.

P: Dari sisi internal maupun eksternal, serta dalam proses struktural di KUI, apa saja tantangan yang dihadapi saat ini?

N: Kalau ditanya, tantangannya itu selalu ada silih berganti. Jadinya yang A, sudah ya. Ini kayaknya sudah nih ganti B, ganti C. Itu yang menarik, menurut saya. Bekerja di Direktorat Kemitraan KUI itu beda dengan Direktorat yang lain. Saya melihat kalau ada tantangan, yang ganti-ganti tantangannya, bisa dari internal di KUI. Jadi, terkait dengan staffing itu satu tantangan. Karena memang di DKKUI ini tidak semuanya kan staff tetap. Yang tetap kan hanya dua dari sekian banyak orang. Kalau dulu UII kan sering dikunjungi nih jadi tempat untuk benchmarking. Kalau saya mengamati yang benchmarking ke UII ini, saya sekarang sudah melompat. Saya melihat gitu. Dulu misalnya UII dapat penghargaan manajemen kerjasama terbaik. Alhamdulillah. Bersamaan dengan ISMA tadi. Tapi saya melihat ini belum bagus gitu. Manajemen kerjasama kita itu belum bagus. Jadi ini yang kita upayakan supaya bisa settle ya. Terus semakin baik gitu. Itu yang sedang kami upayakan. Termasuk tadi membuat program-program mobilitas yang inovatif. Saya melihat teman-teman ini memiliki keterbatasan untuk mendesain program. Jadi memang akhirnya seringnya desain program itu memang saya yang mendesain gitu. Atau kalau program itu sudah bisa jalan, nanti saya yang akan approve gitu. Kemarin-kemarin memang betul-betul saya yang mendesain. Bikin ini, bikin ini, yuk bikin ini, bikin ini gitu. Nanti kayak apa gitu. Nah ini kan kita termasuk yang merintis International Office Conference dua tahun yang lalu.

P: Oke, Bu. Terkait dengan anggaran dan administrasi, menurut Ibu apakah hal ini menjadi tantangan?

N: Di dalam UII ini kan kami juga ada di depan. Makanya kami protes juga ya. Maksudnya protes bukan hanya protes. Kita harus bilang gitu ke tim kami juga. Bahwa di UII ini sudah ada kebijakan, sudah ada peraturan yang mengatur. Misalnya pengadaan. Kita harus minta dulu, ini anggaran berapa. Anggaran dari mana. Misalnya kami ingin bikin open day, nah open day ini untuk mahasiswa asing. Jadi kita harus minta gitu. Jadi kadang-kadang bikin jadi terlalu sempit gitu ya. Padahal itu kan perlu. Dan harus gitu. Harus dilakukan. Nah ini yang tidak kita dapatkan dari anggaran PMB yang bisa diluar dari pada open day itu. Jadi ya, alhamdulillah kami dapat bantuan. Anggaran itu menjadi tantangan juga, karena kami ditanya anggarannya berapa, kami harus lapor anggaran itu. Seringnya ini juga jadi kesulitan tersendiri ya. Nah itu dari aspek

anggaran gitu. Nah kami di DKKUI itu mengupayakan juga penghematan. Jadi semua kegiatan mahasiswa asing itu minimal diharapkan juga bisa berjalan, walaupun anggarannya sempit gitu.

P: Dari pengalaman Ibu di UII, apa yang perlu ditingkatkan?

N: Yang perlu ditingkatkan, kalau saya boleh bilang adalah tim SDM-nya harus ditambah. Jadi kami masih terbatas ya. Mungkin kami perlu rekrutmen pegawai baru. Menurut saya itu perlu. Termasuk pegawai part-time. Kami bisa menarik mahasiswa-mahasiswa untuk jadi volunteer. Misalnya, ya setidaknya kita mengajar dia untuk pengembangan bahasa, pengembangan budayanya. Kami bisa recruit mahasiswa-mahasiswa baru. Mau ajak mahasiswa baru bergabung untuk volunteer gitu. Dan akhirnya bisa jadi SDM di KUI gitu ya. Yang kedua, kami berusaha untuk lebih maksimal lagi, di mana sistem kami, website kami itu semoga bisa lebih baik gitu. Karena kami masih belum memaksimalkan itu. Untuk informasi dari seluruh fakultas itu, kami sudah banyak alumni, alumni kami dari luar gitu. Kami upayakan untuk memfasilitasi alumni. Alumni ini bisa kami galang untuk mereka itu sharing gitu. Memanfaatkan alumni untuk mahasiswa asing gitu. Mungkin itu ya.

P: Terima kasih Bu Dian atas penjelasannya. Ini sangat bermanfaat untuk kami semua.

N: Iya sama-sama. Terima kasih kembali.

P: Assalamualaikum warahmatullahi wabarakatuh.
N: Waalaikumsalam warahmatullahi wabarakatuh.

Transkrip Wawancara

Narasumber : Nihlah Ilhami, S.Pd.

Posisi : Kepala Divisi Mobilitas Internasional

Hari/Tanggal : Rabu, 06 Maret 2024

Waktu : 08.30 – 09.30 WIB

Lokasi : Kantor Direktorat Kemitraan/Kantor Urusan Internasional

P: Oke, Bismillahirrahmanirrahim. Pada kesempatan ini saya mau mencari kepada Kepala Divisi Mobilitas Internasional, yaitu Ibu Ilham. Dimulai gambaran umum ya Bu, tentang apa itu Divisi Mobilitas Internasional itu sendiri, Bu?

N: Baik, terima kasih. Terkait dengan Divisi Mobilitas Internasional. Jadi Divisi Mobilitas Internasional itu adalah divisi sebagai implementator ya, implementator dari agreement antara UII dan juga universitas mitra di luar negeri, karena di sini mobilitas internasional maka luar negeri ya. Jadi misalnya UII memiliki MOU dengan Universitas A, misalnya, di luar negeri.

Kemudian nanti untuk implementasi adalah di mobilitas internasional, terutama terkait dengan inbound dan outbound mobility. Jadi kan ada mahasiswa yang akan ke UII, belajar di UII, dan juga mahasiswa UII yang studi di luar negeri. Jadi nanti pelaporannya ke Divisi Mobilitas Internasional. Jadi nanti kami juga membantu mereka untuk pendataan, misalnya, kita exchange, nanti kami bantu komunikasikan dengan MITRA-MITRA di luar negeri. Kemudian nanti dari universitas mitra biasanya akan melakukan kontak langsung ke mahasiswanya. Jadi biasanya kami hanya di sisi saja. Jadi hanya memonitor nanti dari mahasiswanya itu sendiri yang terlibat aktif sampai ke pemberangkatan seperti itu. Jadi ada inbound dan ada outbound, dan kita memanage juga pengelolaan mahasiswa asing, baik itu full degree, program pendek, maupun credit transfer. Jadi kita juga mengurus visanya. Jadi dari mulai promosi, salah satu bagiannya, dari mulai promosi kita juga sudah terlibat misalnya roadshow ke SMA-SMA di luar negeri, atau mengadakan open days, atau visit juga ke embassy juga. Jadi di acara open days kita mengundang para calon kandidat, embassy, kadang orang tua juga ada yang hadir, seperti itu di acara open days yang biasanya diselenggarakan secara daring. Nah kalau yang roadshow, memang tidak semua dari tim kita berangkat, hanya representatif saja. Dan agendanya kalau misalnya di suatu negara itu ada KBRI atau embassy, kita biasanya akan visit ke situ, kemudian minta izin ke embassy untuk visit ke SMA-SMA di sekitar negara tersebut. Terus kadang-kadang kita sebelum berangkat, itu sudah zoom dengan embassy, minta rekomendasi sekolah mana yang bisa kita kunjungi. Karena kita kan Islam, tidak semua sekolah bisa jadi target pasar kita. Jadi biasanya yang kita kunjungi itu yang Islam-Islam, biasanya di Thailand, khususnya Thailand Selatan itu kan sekolah-sekolah Islam seperti boarding school, banyak di Thailand Selatan. Mungkin kalau di sini itu seperti sekolah berbasis, al-Azhar. Kalau di Bangkok, bagian Bangkok juga banyak sekarang sudah. Jadi sekarang Muslim Thailand itu kan sangat berkembang. Jadi kita rutin promosi ke Bangkok dan ke Thailand Selatan. Kemudian kalau tahun ini ke negara Filipina juga, terutama Filipina Selatan ke Davao, di sana juga kita mengunjungi sekolah-sekolah Muslim di sana. Jadi memang kita menyasarnya adalah yang Muslim, sebagai target pasar yang utama. Karena kalau tidak Muslim, jarang yang bisa bertahan memang beasiswanya. Kalaupun bisa, itu berarti dia sudah benar-benar memahami. Dia sudah bisa akulturasi dengan budayanya, agamanya, dan juga kondisi di UII. Jadi tugas kita di mobilitas internasional sebetulnya agak kompleks. Baik yang menangani mahasiswa yang inbound itu tadi, masalah akademik dan akademik kadang curhatnya ke kita. Tapi kita arahkan kalau misalnya masalah akademik, ya prodi. Kalau yang non-akademik, baru ke kami. Misalnya kayak tadi bermasalah dengan masyarakat, ini biasanya itu kita yang handle seperti itu. Masalah mental itu juga ada yang gangguan mental, kami yang bantu.

P: Jadi memang IO UII menugaskan ini untuk menghandle semua mahasiswa internasional sampai lulus atau gimana Bu?

N: Kalau di kami sebetulnya kan sebagai pintu masuk ya. Jadi dari mulai tadi promosi, rekrutmen, seleksi, kita yang mengkoordinir, sampai mereka datang, ngurusin visanya, sampai mereka datang, kita juga ada program welcome days. Atau pre-departure briefing, biasanya sebelum datang masih diberi orientasi pre-departure briefing karena itu untuk membantu anak-anak yang baru pertama kali keluar negeri.

P: Ini harus didampingi ya, Bu?

N: Iya, jadi kita mengadakan pre-departure briefing itu tadi. Rata-rata anak yang error itu yang tidak datang pre-departure briefing. Jadi nanti setelah mereka datang, kita ada program yang namanya Welcome Days, kemudian ada Culture Program. Jadi nanti di sini ada orientasi untuk mereka terkait dengan fasilitas di UII. Pokoknya untuk menjelaskan tentang fasilitas dan program-program yang akan mereka temui, terus mungkin akses-akses UII, perpustakaan, yang sekiranya mereka bisa menikmat Wi-Fi, dll. Nah itu kita mengundang untuk memberikan pemahaman mereka mengenai fasilitas itu. Terus kita ajak juga ke city center, ke jalan-jalannya. Jadi kayak kota Jogja atau ada juga pernah ke Lava tour. Jadi misalnya Jogja Culture seperti apa, does and don'ts-nya bagaimana. Kan orang Jogja kan sangat halus. Jadi mereka harus diberi pemahaman tentang itu. Jadi itu kira-kira tugasnya itu setelah mereka datang, itu tadi visa, terus kalau sudah datang itu juga masih harus lapor ke imigrasi. Jadi begitu datang mereka mengurus yang namanya izin tinggal sementara. Jadi itu validitasnya biasanya antara satu sampai dua tahun. Nanti di prodi biasanya kan ada pemutaran akademik, dan informasi tentang akademiknya seperti apa, peraturan akademik seperti apa. Nah itu sudah kita serahkan ke prodi ya, biasanya prodi yang menghendal langsung. Jadi terkait dengan nilai, terkait dengan DPA, atau yang akademik.

P: Kemudian, apakah itu masuk dalam peran fungsinya divisi mobilitas internasional Bu?

N: Peran fungsinya ya itu tadi kan dalam menjaring mahasiswa internasasional, ya itu tadi kita promosi, terus seleksi, wawancara, kan seleksinya ada dua ya, seleksi berkas dan juga wawancara. Wawancaranya itu pun ada dua, wawancara akademik terkait keprodi-an, prodi yang sama wawancara dan juga wawancara biasa-biasa oleh KUI. Terutama yang mereka apply FGLS.

P: Bu tadi kan ada program seperti Open Days, nah itu selain Open Days apa saja program yang dikelola atau diurus oleh Divisi Mobilitas Internasional?

N: Kalau misalnya selain promo itu ya, kita biasanya juga kan ikutan expo ya, expo-expo internasional seperti yang sekarang Bu Dian sedang berangkat sama Pak Aldi ke Australia, itu kan pameran Asia-Pasifik, pameran medis internasional apa EA, terus nanti September juga ada EAEA itu yang di Eropa. Jadi di event-event itu ya kita mempromosikan UII secara umum, ya di samping untuk menjaring mitra, juga kita mempromosikan tentang beasiswa kita yang FGLS itu.

P: Dari semua kegiatan seperti open days, expo, roadshow, apakah satu kegiatan yang paling besar atau berpengaruh dalam menjaring masyarakat internasional?

N: Kita pasang ke sosmednya juga kan ya, ke NGO, kemudian kita sosialisasi, kirim brosur-brosur kita ke KBRI-KBRI. Di antaranya itu, terus juga ikut expo-expo. Kalau yang paling nyetek ya, sebetulnya gini, kalau materi kita kan semua bahasa Inggris. Suatu ketika itu saya nemu ada info beasiswa kita yang diterjemahkan ke bahasa Arab di website khusus beasiswa untuk yang mau ke Indonesia, tapi dari seluruh dunia. Entah siapa yang ambil info itu, aku nemu

di portal website dan itu bahasa Arab semua, dan itu kayaknya yang menarik Timur Tengah. Ada juga dari Yaman, Mesir, kita masih dominan Yaman, 50% Arab.

P: Dengan terjemahan beasiswa FGLS tadi, bahasa Arab. Maksudnya masuk ke promosi mulut-mulut atau mereka di luar kendali KUI, Bu?

N: Malah kadang kita datang roadshow itu sedikit, dapetnya satu. Tapi yang itu tadi, nampaknya bahasa ini mengambil peranan penting. Mungkin kita perlu juga, misalnya, menerjemahkan informasi kita tidak hanya bahasa Inggris, tapi juga dalam bahasa Tagalog, misalnya, atau bahasa Thailand, atau bahasa Arab tadi. Bahasa Arab sudah, karena terbukti mahasiswa kita banyak dari Timur Tengah. Dan applicantnya itu kalau bisa dihitung, ya mostly dari Timur Tengah, dari Arab. Saya jadi mikirnya, oh ya memang sebetulnya kalau hasil dari roadshow, hasil dari open days itu sebenarnya tidak signifikan. Terus bisa juga dari mulut-mulut dari mahasiswa kita yang jadi ambasador, itu juga memang kita encourage mereka untuk promote ke saudara mereka atau ke teman-teman mereka yang ada di negaranya.

P: Tapi KUI sudah pernah datang ke daerah Timur Tengah belum, Bu? Expo terkhususnya gitu, karena malah lebih banyak daftar yang dari Timur Tengah.

N: Ya itu, tapi memang kita ada kerjasama sih dengan Kedutaan Besar Yaman di Jakarta. Tapi memang mereka, kalau MOU dengan mereka sih limited quota saja. Jadi sekitar 6 mahasiswa berdasarkan MOU.

P: Terus ini, Bu, mungkin ke komunikasi pemasaran ya, Bu. Kira-kira dalam berinteraksi langsung dengan calon mahasiswa tadi, apa programnya?

N: Ya, datang ke sekolah. Expo, roadshow, datang ke sekolah, sosmed. Sosmed itu juga berinteraksi ya.

P: Oke, nah kalau untuk strategi dari KUI untuk mempromosikan ke publik internasional, apakah ada kegiatan khusus yang rutin gitu, Bu?

N: Ya, roadshow tadi.

P: Terus ini, Bu, kemana saja kegiatan promosinya?

N: Kemudian mungkin yang sudah pernah ya, ke Kazakhstan, Thailand, Filipina, Pakistan, Nairobi, ke Afrika. Karena memang Afrika mulai dilirik, ya maksudnya kita mulai dilirik Afrika. Jadi memang ada beberapa mahasiswa juga kita yang dari Uganda, Zimbabwe, Nigeria. Kan sudah pernah lihat kan? Nah itu juga cukup banyak yang dari Afrika sekarang, trennya. Kita soalnya memang nampaknya tahun ini, kan menurut kebijakan pimpinan, mau mengurangi

dari Arab. Karena dari Arab itu ya lumayan problem non-akademiknya, terutama mereka itu kan lebih ke kadang sok atau kalau tidak, problemnya lebih ke menikah. Iya kan, nanti mereka di sini bawa anak. Nah itu kan sponsornya semua UII, anak-anaknya itu, istrinya juga sponsor kita. Jadi kita yang bertanggung jawab. Pada tidak mau pulang juga. Misalnya itu kan problem non-akademiknya seperti itu. Terutama ya yang menikah-menikah itu kan anak-anak jadi beban kita. Menikah, punya anak, nanti di sini beranak-pinak, 5, 4, kadang-kadang anaknya banyak-banyak. Dan semua kita yang urusi. Kan rempong, satu mahasiswa membawa 5 keluarga. Bayangin saja, imigrasinya jadi kompleks kan.

P: Bu, tadi kan paling banyak dari Timur Tengah. Secara target, berarti memang sesuai harapan tidak kalau Timur Tengah itu, Bu? Atau memang malah selain dari Timur Tengah gitu?

N: Ya pada awal-awal sih kita memang open ya. Tidak apa yang menargetkan gara-gara tertentu. Yang penting target mahasiswa asing tercapai, kita promosi kan menjual UII, semua orang kenal UII, itu kan target. Awalnya-awalnya seperti itu. Setelah misalnya itu sudah dikenal, kita kemudian lebih ke kualitas. Jadi kualitasnya makin diperbaiki. Tapi ya, nyatanya memang dari mahasiswa yang baru-baru ini, problemnya itu kecil. Jadi tidak banyak seperti yang sebelum-belumnya. Maka sudah aware, terus melihat. Lebih matter bahasa Inggrisnya juga bagus.

P: Bu, kalau misalnya kegiatan promosi, itu kan ada roadshow, ada expo, kemudian open days. Bagaimana, Bu, kira-kira simulasi kegiatannya?

N: Kalau rentetan UII open days, rata-rata kan kita memperkenalkan UII dulu ya. Jadi misalnya kita roadshow, kan mesti kita perkenalan tentang UII dulu secara umum. Seperti apa kita punya prodi, berapa fasilitasnya, apa, pokoknya informasi-informasi secara umum tentang UII, kemudian kita baru mengarah ke tawaran beasiswanya. Walaupun ini hanya opsi. Soalnya ada juga mahasiswa asing yang maunya self-funded, tidak mau scholarship. Tapi walaupun kecil ya jumlahnya, karena tidak mau terikat scholarship, ada yang seperti itu. Jadi rata-rata seperti itu urutannya. Kalau yang open day juga sama, kita pengenalan UII secara umum, kemudian fakultas-fakultas, putar video tentang fakultas-fakultas dan proinya, kemudian baru terkait dengan beasiswa yang kita tawarkan, detail cara mendaftar seperti apa, seperti itu.

P: Kegiatan promosi dilakukan secara online atau offline ya, Bu?

N: Ya, kalau open days, online kan. Karena itu kita mengundang KBRI-KBRI dari Nairobi, dari Afrika, beberapa. Kemudian dari sekolah-sekolah juga, dari minat mahasiswa, kebanyakan yang datang kalau tahun lalu rata-rata dari Timur Tengah, seperti itu, dan mereka juga, problemnya kan mereka internet connection ya. Jadi ya keluar masuk-keluar masuk itu biasa.

P: Berarti dua-duanya dilakukan, yang online atau offline?

N: Kebanyakan karena roadshow itu kan kita terbatas, terbatas pendanaan, terbatas waktu juga.

Nah kalau online kan bisa menjangkau lebih luas, walaupun mungkin sekarang sudah bosan ya orang-orang lihat online gitu ya.

P: Apa saja fasilitas yang diberikan oleh KUI saat roadshow, expo, atau open days untuk memperkenalkan program mereka? Apakah peserta diberikan merchandise, bantuan pendaftaran langsung, atau layanan lainnya ketika mereka hadir?

N: Oh ya, jadi kalau langsung ke sana kan kita promosi ya, baru promosi saja. Biasanya kan kita ngasih souvenir, ada gimmicknya juga kan. Misalnya quiz, nah terus nanti kalau yang bisa menjawab, diberi souvenir khusus, kayak gitu. Terus kalau pihak sekolah juga, gurunya, biasanya kan tetap guru BK yang membantu untuk acara itu, gitu sih.

P: Tapi pernah nggak, Bu, melakukan promosi melalui direct gitu untuk recruitment? Iya, ngirim-ngirim email, atau itu pernah juga, Bu?

N: Kalau ngirim email itu lebih ke undangan open days ya.

P: Oh, undangan untuk mengajak ikut kegiatannya, ya?

N: Iya, mengundang untuk ikut open days. Kita juga mengundang melalui grup-grup mahasiswa asing yang sudah ada di sini, ya, karena ada seratusan mahasiswa asing kita untuk share ke teman-temannya yang sekiranya tertarik untuk dekat di UII untuk join. Di open day juga kita mengundang perwakilan mahasiswa asing, sih, untuk talk show. Jadi nanti mereka ditanya-tanya tentang pengalaman selama studi di UII, tinggal di Jogja, kayak apa, kayak gitu.

P: Oke, oke. Berarti direct itu lebih ke ngasih tahu ada event gitu, ya, bukan yang ngasih email untuk ngasih brosur gitu buat daftar ke UII?

N: Oh enggak, karena kan itu tertujunya ke siapa, kan? Iya, ke siapa. Iya, kalau misalnya mahasiswanya sudah tertentu, kan, nah itu baru bisa, kan. Biasanya kita kasih ke sekolah-sekolahnya itu, ke kepala sekolah-kepala sekolah untuk diteruskan ke siswanya atau mungkin ke embassy, atau mungkin ke kayak perkumpulan muslim di Thailand, atau perkumpulan muslim di Nairobi, misalnya. Biasanya gitu, kita share ke mereka untuk diminta bantuan untuk share.

P: Baik, Bu. Kan mahasiswa internasional di UII kan juga banyak, ya, Bu. Apakah mereka juga dilibatkan, Bu?

N: Mahasiswa internasional yang sudah UII. Maka dilibatkan juga. Dilibatkan untuk talk show. Seru, kan, ada UII Global, ya. UII Global itu juga kita minta tolong juga untuk biasanya sih mereka presentasi tentang UII Global itu apa di event-event tertentu, tapi kalau open day sih

enggak, ya. Karena kan mereka, ini mempromosikan UII, kan. Ketika mereka sudah masuk ke UII, baru nanti dikenalkan dengan, ini loh kamu bisa join UII Global. Jadi kegiatan-kegiatannya kan ada UII Global.

P: Apakah KUI memfasilitasi mahasiswa internasional ketika membantu mempromosikan?

N: Kita memfasilitasi pendampingan juga. Mulai pembentukannya, committee-nya, segala macam. Kemudian untuk program-programnya, biasanya mereka juga konsultasi ke kita. Tapi kita CLC, ya. CLC di sini ada nggak? Culture and Learning Center. Kita soalnya kan kalau mobilitas, itu kan terkait dengan CLC. Misalnya kalau Welcome Days itu dari CLC yang mengisi biasanya. Karena mereka kan terkait dengan Culture and Learning Center. Jadi membekali mahasiswa untuk bagaimana studi di universitas.

P: Bagaimana layanan yang diberikan kepada calon mahasiswa internasional? Apakah layanan ini mencakup bantuan dalam proses regulasi sepenuhnya, atau hanya sebatas pendampingan dalam proses tersebut?

N: Ya, kalau layanan itu kan bisa dari ketika admisi, ya. Dari admisi misalnya mereka tanya di email, ya, seperti CSO, lah. Ya kan, misalnya, oh ini kok saya NIU-nya lupa. Terus ya kita sudah mulai berkomunikasi dari situ, dari admisi. Ada juga yang tanya ini gimana, yang diunggah apa, kok nggak bisa diunggah, kok muter-muter terus, seperti itu. Nah, nanti kita itu biasanya memfasilitasi itu. Jadi misalnya ada problem apa, kita komunikasi ke BSI, misalnya, kalau terkait dengan sistem, itu dari admisi, kan. Terus juga, layanan bisa, ya itu tadi. Jadi sebelum mereka berangkat kan mereka harus submit requirements untuk perizinan, kan, step-nya isi belajar dulu ke Kemendikbud. Kalau izin belajar sudah keluar, baru bisa apply visa student. Terus nanti kalau sudah, baru mereka bisa datang ke Indonesia untuk akomodasi, juga kita bantu untuk mencarikan opsi. Tapi ini opsional, ya, jadi terserah mereka. Karena mostly itu mereka biasanya sudah kontak-kontak dengan temannya yang ada di sini, dan misalnya penjemputan di airport, itu juga biasanya mereka sudah kontak-kontak dengan temannya, jadi mereka sudah mandiri datang sendiri, nggak harus kita jemput, gitu. Terus untuk akomodasi, ya, biasanya mereka tinggal di tempat temannya dulu, terus nanti baru setelah 1-2 hari, baru sambil mencari-cari kos yang pas, ya, karena kan sesuai dengan budget mereka. Tapi memang ini dievaluasi setiap tahunnya.

P: Terkait dengan jumlah mahasiswa internasional yang mendaftar ke UII tahun 2021-2023. Itu mungkin nanti Ibu ada datanya, nggak kira-kira, Bu?

N: Ya, kalau yang mendaftar harus kita lihat, ya. Tapi kalau yang diterima sih yang hafal itu. Karena yang sudah jalan, ya. Sekarang kan sekitar 100-an yang aktif. Ya, kalau yang mendaftar ya tentunya lebih banyak.

P: Selanjutnya, dalam menjaring mahasiswa internasional, apakah strategi komunikasi atau promosi yang dilakukan oleh KUI itu sudah berjalan dengan baik atau gimana?

N: Ya, menurut saya sih sudah oke, ya. Walaupun mungkin perlu dievaluasi lagi terkait dengan negara target. Kayak misalnya sampai sekarang dari aplikasi yang masuk, padahal kita ke Thailand, tapi belum ada dari Thailand masuk. Jadi nampaknya kita perlu evaluasi lagi dan mungkin tahun depan apakah masih akan ke Thailand, gitu. Karena Thailand itu juga mendapat tawaran cukup menarik, ya, dari Mesir, dari Arab Saudi yang memberikan beasiswa yang lebih kompetitif secara nominal, dan mereka juga akan pakai bahasa Arab. Kalau di Thailand sendiri itu mereka lebih lancar menggunakan bahasa Arab daripada bahasa Inggris. Jadi memang kayak clop, gitu loh. Jadi makanya kalau menurut MUI-nya Thailand, memang anak-anak Thailand banyaknya studi di negara Timur Tengah.

P: Kalau begitu, apa yang perlu ditingkatkan? Misalnya tadi, apakah kegiatan promosinya, atau media sosialnya, bahkan website-nya?

N: Jadi memang kita itu belum punya website yang KUI sendiri. Jadi ini memang kita sedang merintis membuat. Jadi yang website itu informasinya sangat basic sekali dan perlu direview ulang. Jadi kalau lihat di univ-univ lain, KUI-nya itu kan sudah sangat komprehensif. Jadi kalau misalnya ada tawaran student exchange, itu sudah langsung diunggah di website, dan itu sudah enak, gitu, laman sosialisasinya. Dan kita itu masih mencari, paling kan di IG. Padahal harusnya di website ada, kan. Jadi layanan kita seperti apa, kemudian divisi mobilitas internasional itu apa, terus opportunity-opportunity mahasiswa UII bisa keluar negeri itu apa, harusnya semua itu ada di website.

P: Kalau ini, Bu, apa tantangannya dalam mobilitas internasional itu, Bu?

N: Ya, kalau tantangannya, kalau di kita memang masih peraturan itu masih perlu dibolos. Jadi kayak peraturan exchange, peraturan beasiswa, kemudian SOP, SOP-SOP gitu, itu masih perlu direview ulang karena itu sudah berubah, ya, jamannya. Jadi nampaknya perlu dievaluasi ulang sehingga tidak ada kebingungan, begitu, ya. Peran KUI dan juga prodi, batas-batasnya itu lho. Soalnya kadang kesannya itu kita semua. Iya dulu jadi kalau orang-orang yang merasakan IP itu integrasi, mindset-nya itu masih sama bahwa kita itu yang ngurusin internationalization mereka. Karena kan internasionalisasi KUI itu kan misalnya bukan membantu semua prodi, ya kan. Soalnya mereka juga punya akademik yang mungkin prodi itu juga internasional prodi mereka. Jadi internasionalisasi itu sebetulnya gerakan, ya. Itu mungkin kendalanya mahasiswa internasional sekarang. Jadi harusnya semua itu bergerak. Mikirnya itu mahasiswanya sudah dua. Internasional sama nasional. Jadi memang batasan-batasan awareness-nya. Awareness tentang internasionalisasi itu sebagai kebutuhan kolektif. Ini yang memang jadi semua kan kebutuhan. Kita kan supporting, ya. Kita kan supporting sistem.

P: Apakah strategi komunikasi dan kerja sama internasional yang dilakukan oleh NGO ini, termasuk dengan UII, sudah efektif mencapai tujuan untuk masuk ke ranah internasional?

N: Ya, kalau average-nya itu setiap tahun ya antara 35-40 yang diterima, gitu.

P: Apakah itu sudah sesuai target?

N: Targetnya 50. Tapi average-nya itu antara 30 sampai 40-an gitu yang bisa diterima.

P: Kalau yang mendaftar, apakah sudah sesuai target?

N: Kalau yang diinterview banyak, kemarin sampai 180-an. Kalau yang mendaftar, ya 300 lebih. Lolos berkas 180-an, terus turun lagi jadi itu tadi 50. Tapi 50 ternyata ada yang tidak registrasi, biasa, ya, kayak gitu. Jadi turun lagi, gitu.

P: Baik, Bu, kita cukupkan saja, ya. Terima kasih banyak, Bu Ilham.

N: Sama-sama, Mas.

Transkrip Wawancara

Narasumber : Dr. Joni Aldilla Fajri, S.T., M.Eng.

Posisi : Kepala Divisi Kemitraan Luar Negeri

Hari/Tanggal : Kamis, 22 Februari 2024

Waktu : 10.00 – 10.40 WIB

Lokasi : Kantor Direktorat Kemitraan/Kantor Urusan Internasional

P: Bismillahirrahmanirrahim. Assalamualaikum warahmatullahi wabarakatuh. Yang pertama, Pak Aldi boleh menjelaskan secara umum, apa yang dimaksud dengan divisi kemitraan luar negeri juga dengan tugas-tugasnya selama ini di UII?

N: Oke, Mas Haikal, strategi yang membantu untuk kegiatan komponen data untuk tugas akhirnya, semoga bisa di evaluasi nanti. Nah, untuk divisi saya, bagian divisi kemitraan luar negeri ini, memang kita lebih banyak memfokuskan untuk mencari partner yang baru, dan juga menyebarluaskan program atau kerja sama dengan mitra yang ada. Sehingga mitra sudah ada kerja sama, baik itu sudah agreement dalam MOU antar universitas, dan juga agreement dalam MOA untuk antar fakultas bisa lebih baik dan lebih banyak kegiatannya. Sebenarnya itu juga kita lebih memfokuskan implementasi kegiatan kerja sama dari masing-masing body. Karena memang biasanya tugas kita itu membuka pintu kerja sama dengan universitas dan body-body, sehingga nanti masing-masing body yang menjalankan. Jadi kita lebih pada membuka pintunya.

Nah, sehingga nanti kita akan membuat evaluasi bagaimana tingkat efektivitas kegiatan kerja sama antar universitas dan juga masing-masing body. Apakah masing-masing universitas itu sudah ada implementasi seperti apa, dengan kota mana, dan dengan body mana. Jadi bisa kita evaluasi di akhir tahun, tapi mungkin tahun ini kita evaluasi mungkin per 3 bulan seperti itu. Nah, jadi itu divisi kemitraan, memang kita fokusnya adalah untuk mencari mitra luar negeri dan juga mengembangkan kegiatan kerja sama dengan mitra-mitra internasional. Betul tadi, tugasnya selain mencari, juga menjalankan. Dan tidak semuanya setelah mencari, dikelola, atau melalui kita sendiri, tapi juga bisa diserahkan kepada prodi-prodi. Jadi memang yang terutama untuk MOU itu adalah di tingkat universitas, di tingkat kemitraan luar negeri. Tapi untuk yang MOA, nanti itu akan beberapa bisa dari kita, beberapa bisa dari fakultas, ataupun dari prodi. Jadi seperti itu tindakannya.

P: Oke, kemudian kalau peran dan fungsi divisi kemitraan luar negeri, khususnya ini dalam menjaring mahasiswa internasional itu apa Pak?

N: Oke, untuk fungsi kemitraan luar negeri dalam menjaring mahasiswa internasional itu, sebenarnya juga ada peran kita, itu adalah membuka program untuk mahasiswa exchange student. Jadi nanti mahasiswa itu, sebelum mereka dikirimkan, kita akan membuat agreement namanya MOA juga, Memorandum of Agreement untuk yang exchange student. Jadi nanti mahasiswa itu, kita akan membuatkan agreement-nya, apakah mahasiswa itu akan dikirim per semester berapa banyak, berapa lama, dan bagaimana sistem penandaannya. Baik di host-nya, di kampus host ekaman rumah, ataupun kampus yang home base-nya si mahasiswa tersebut.

P: Oke, seperti itu Pak. Kemudian, ada nggak program atau kegiatan khusus selain menjalin kemitraan?

N: Untuk program selain dari program pengelolaan, sebenarnya kita juga melakukan program-program lain dengan beberapa untuk mencari atau menambah jumlah mitra. Program ini bisa jadi satu adalah program menghadiri kegiatan konsorsium eksibisi internasional. Yang kedua adalah melakukan annual partnership gathering atau melakukan kegiatan evaluasi partnership bersama dengan mitra. Jadi kita seperti tahun lalu itu, di Thailand, kita mengundang mitra-mitra yang ada di Thailand, dan juga kita kebetulan ada yang mengikuti eksibisi atau pameran internasional untuk mendapatkan mitra luar. Itu kita undang mitra-mitra saudara kita untuk hadir dan juga memberikan evaluasi seperti apa kerja sama dengan UII dan bagaimana kekurangan dan ke depannya seperti apa.

P: Kalau menjalin kerja sama sendiri Pak, dimulai dari kapan?

N: Untuk UII sendiri, kegiatan kerja sama internasional ini sudah cukup lama dilakukan. Sudah diinisiasi dahulu dari Fakultas FBE. FBE itu mungkin sudah mulai di tahun 1960-an. Karena awal 1990-an, mereka sudah membuka kelas internasional. Nah, itu juga sudah banyak mengait kerja sama-kerja sama internasional. Dan juga sebelumnya, dari pendiri-pendiri UII sendiri, founding father UII pun juga sudah melakukan kegiatan kerja sama dengan salah satu universitas di Arab Saudi, saya lupa namanya, di Mesir, itu sudah melakukan kegiatan kerja

sama juga sebenarnya. Itu adalah kegiatan kerja sama yang pertama kali dilakukan UII mungkin di tahun 1960-an. Itu kegiatan awalnya, sejarah awalnya. Tapi ini berkembang dengan beberapa fakultas yang sudah melakukan kegiatan internasional itu di Fakultas FBE lebih dahulu. Karena memang dulu lebih lama. Dan program internasional program juga mereka yang menjalankan.

P: Selain mencari mahasiswa internasional, apa tujuan lain dari kerja sama ini, Pak?

N: Sebenarnya tujuan kerjasama itu, kita mengikuti dari tujuan universitas. Ada tiga tujuan, ada satu dharma namanya, berupa untuk bidang pendidikan, kemudian penelitian, dan pengabdian. Maka kita juga mengacu tujuan dari kerjasama ini untuk mendapatkan resiprokal atau manfaat bersama, yang saling merasakan. Jadi kita penelitian dan mereka juga mendapatkan manfaatnya. Nah, selain itu juga tujuan yang lebih spesifik adalah bagaimana kegiatan internasional ini bisa membangun atau bisa menaikkan perspektif para dosen tidak hanya dari segi pengajaran, tapi juga bisa dari segi penelitian. Karena biasanya ilmu di Indonesia rata-rata hampir sama di beberapa kampus. Jadi kalau kita kerjasama dengan pihak luar, mitra luar, maka mungkin mereka pun juga memiliki pemahaman atau pengetahuan yang berbeda dari kita ataupun dari aplikasi di sana seperti apa. Jadi kita bisa belajar ke mereka, baik itu secara langsung atau tidak langsung, dan juga bisa melakukan penelitian bersama. Saatnya kita kolaborasi penelitian bersama untuk mencapai tujuan bersama seperti itu. Yang terakhir, untuk kegiatan pengabdian, itu biasanya saling sama-sama dengan mitra luar untuk mendasarkan suatu kasus mungkin yang ada ataupun yang terjadi di dalam masyarakat. Bisa masyarakat internasional, bisa masyarakat Indonesia juga.

P: Bagaimana, IO UII menjalin kerjasama dengan mitra-mitra internasional, khususnya dalam menarik minat calon masyarakat internasional atau daftar ke UII?

N: Untuk kegiatan usaha, ataupun kegiatan yang kita lakukan untuk mendapatkan tidak hanya mitra internasional, tapi juga mahasiswa itu cukup banyak. Karena kalau dari segi kegiatan internasional, di office UII ini cukup aktif dan juga menjadi salah satu rujukan beberapa kampus. Salah satu bagian yang namanya office internasional ini, ini kita melakukan kegiatan-kegiatan yang dilakukan untuk menjalin kerjasama. Contoh seperti kita biasanya, kita biasanya yang tadi mengirimkan, mengevaluasi kegiatan kerjasama dengan beberapa universitas. Apakah sudah ada kegiatan implementasi kerjasamanya untuk masing-masing MOU dan MOA. Itu nanti kita kontak ke sana, kira-kira apa kendalanya seperti itu. Tapi kalau mitra baru, itu kita biasanya mencari mitra baru, itu selain dari dengan beberapa relasi dosen-dosen, karena kan dosen itu, terutama yang sudah S3, mereka bisa ada relasi yang cukup dekat dengan profesornya. Jadi dengan ada kedekatan tadi, itu bisa kita lanjutkan dengan cara kegiatan kerjasama antar universitas atau antar fakultas atau antar laboratorium. Jadi nanti dari dosen-dosen tadi, itu bisa kita fasilitasi kegiatan baik itu pengajaran ataupun penelitian dengan profesornya, ataupun dengan mitra lain, itu dengan cara, dengan dituangkan agreement MOU, MOA, ataupun rekomendasi agreement, rekomendasi-rekomendasi. Nah sedangkan untuk bagaimana menarik minat mahasiswa asing atau mahasiswa luar negeri, itu memang kita selain dari kegiatan promosi tadi, itu kita salah satu poinnya tidak hanya mencari kerjasama dengan mitra luar, tapi juga kita menawarkan kegiatan program, contoh program external student, program summer school, atau program lain yang bisa untuk mendatangkan mahasiswa asing. Jadi itu salah satu kegiatan. Yang kedua adalah kita, itu adalah yang pertama tadi ada kegiatan untuk mahasiswa yang non-degree. Nah tapi kalau untuk yang mahasiswa degree, itu biasanya kita melakukan

kegiatan promosi secara langsung, onsite, ke target-target daerah ataupun negara yang bisa kita jadikan kantong-kantong untuk mahasiswa asing. Contoh di Thailand Selatan, itu banyak orang Thailand tapi yang mereka Muslim. Yang kedua di Filipina, saya itu di Filipina Selatan, di daerah Davao juga kita promosi. Ini adalah kegiatan promosi luar negeri di mahasiswa asing di Pakistan, tahun ini Pakistan, dan juga di Kazakhstan tahun 2023. Ini salah satu kegiatan yang kita lakukan untuk mendapatkan mahasiswa asing degree setelah mereka sekolah full di sini itu dengan cara tadi. Promosi langsung ke masing-masing sekolah ke luar negeri. Oke kemudian satu lagi itu mahasiswa asing di luar itu kadang kita, itu di summer school ya, atau mereka yang menawarkan tolong dibuahkan program. Misal ini ada mahasiswa asing yang mau dikunjungi ke UII, temanya ini tolong dibuahkan programnya, dan kita baru sekian. Ini ada mahasiswa asing, mau berkunjung ke UII, temanya ini, tolong dibuat programnya, dan kita bahas sekian. Ataupun mungkin dengan join kegiatan internasional secara luring, contoh itu kita ada asosiasi namanya Passage to ASEAN. Jadi situasinya adalah universitas-universitas yang ada di Asia, itu kita sudah melalui kesepakatan untuk membangun P2A, Passage to ASEAN. Jadi di situ negara yang ada itu adalah Indonesia, Malaysia, Singapura, Thailand, Korea, dan lain-lain. Tapi masing-masing negara tadi ada beberapa kampus yang terlibat di dalamnya untuk nanti mengirimkan mahasiswa ataupun aktif untuk kegiatan melalui kegiatan tersebut di Passage to ASEAN. Maksudnya secara keseluruhan, divisi kerjasama atau kemitraan luar biasa ini tidak hanya pengelolaan, tapi prakteknya juga banyak.

P: Ketika menjalin kemitraan atau kerjasama, dengan pihak-pihak mana saja, khususnya yang berada di luar negeri?

N: Oke, untuk pihak yang kita kerjasamai, sudah pasti itu pihak universitas, itu pasti kita jadi target utama. Karena pihak universitas ini yang menjadi penyambung tangan dengan departemen ataupun dengan masyarakat-masyarakat yang akan tertarik untuk kegiatan program internasional di UII. Yang kedua itu adalah kita juga untuk kerjasama dengan pihak industri. Jadi industri-industri juga kita target kerjasama itu untuk implementasi kerjasama. Contoh mungkin kalau ada kegiatan bisa pertukaran staff atau pendosen, itu bisa belajar ke sana. Yang ketiga mungkin mahasiswa asing yang bisa kita investasi di sana dengan lainnya. Seperti itu. Jadi dari universitas, kemudian industri, dan juga pemerintahan misalnya kita kegiatan kerjasama. Contoh, kita ada kerjasama dengan KBRI Yaman. Kemudian dengan KBRI Yaman. Jadi biasanya kenapa ada kerjasama dengan KBRI itu adalah untuk membantu kita nanti menyebarluaskan informasi Future Global Leadership. Jadi kita sebarkan ke sana, nanti mereka membantu menyebarkan ke masing-masing sekolah, masing-masing negara. Satu lagi, ada juga NGO. Tapi NGO itu mungkin nggak terlalu banyak. Karena NGO itu, dia bisa menjadi NGO, atau menjadi agensi untuk membantu kegiatan pengiriman masing-masing. Atau pendistribusi masing-masing dari beberapa kampus.

P: Tapi ada nggak kriteria atau pertimbangan KUI memilih kerjasama itu?

N: Oke, jadi untuk kerjasama internasional itu, kita ada beberapa kriteria. Yang pertama adalah, yang pasti kita harus bisa melakukan kerjasama resiprokal atau saling menguntungkan. Yang kedua adalah, dimungkinkan untuk multi-disiplin. Memang untuk disiplin, kita bisa melakukan kerjasama dengan beberapa departemen. Baik departemen yang ada di kampus luar negeri, ataupun di UII sendiri. Nanti bisa mendapatkan lebih banyak kerjasama yang bisa dijalin ataupun dikerjakan di masing-masing prodi. Yang ketiga itu adalah kriteria dari universitasnya.

Karena kita selain mengecek prodi, bisa kita di awal akan mengecek QS Ranking. QS Ranking-nya seperti apa. Apakah dia itu QS Ranking contohnya QS Ranking yang di Asia atau QS Ranking internasional itu berapa. Kita kan di UII sekitar 1200. Nanti kita mencari mitra itu paling mentok di sama-sama 1200 atau mungkin lebih bagus lagi atau lebih tinggi. Itulah kriteria-kriteria yang kita gunakan untuk menentukan mitra. Seperti kemarin, kita baru pulang dari Asia Pasifik untuk promosi kemitraan di kampus-kampus yang ada di Asia Pasifik. Kita ada data list kampus-kampus atau komunitas yang ikutin ke kita terus kita cek masing-masing bagaimana kualitasnya. Jadi kita jalan-jalan ke sana dengan mitranya, ketemu di sana di conference untuk diskusi. Berarti tadi sudah pemerintahan, kemudian kalau universitas juga yang multidisiplin, kemudian secara ranking, dsb.

P: Bagaimana proses pembentukan kerjasama dengan KUI? Apa yang ditawarkan oleh KUI dalam kerjasama tersebut?

N: Sebenarnya negeri Asia, kerjasamanya cukup alot. Kenapa cukup alot? Karena kita harus deal-deal dengan mereka. Karena kita hanya payungnya. Jadi MOU itu adalah payung besarnya. Sehingga apa yang besar sudah ada, tinggal kita menjalankan di bawah apa yang lebih kecil, penamanya MOA, ataupun Memorandum of Agreement. Biasanya pada MOA ini, kita bisa membuat kerjasama-kerjasama yang lebih spesifik. Contoh, kalau kita membuat kerjasama di bidang exchange student, itu berapa lama, dan berapa biayanya tadi. Berapa biayanya, terus akomodasi di sana gimana. Sehingga nanti negosiasi alot itu ada di sini. Apakah masalah yang mau dikirim itu berapa orang. Jadi bisa jadi masalah mencari mahasiswa sendiri, atau mencari funding sendiri untuk mendukung. Jadi beberapa negosiasi itu seperti itu. Sama negosiasi untuk implementasi kerjasama dengan departemen mana.

P: Apakah ada kerjasama yang dilakukan dengan sekolah, seperti SMA, atau lembaga pemerintahan terkait pengiriman calon mahasiswa? Jika ada, bagaimana mekanismenya, dan bagaimana proses seleksi calon mahasiswa yang dikirimkan melalui kerjasama tersebut?

N: Itu ada. Biasanya kemarin, tahun lalu, kita ada namanya sea teacher. Jadi sebenarnya ini kegiatan mahasiswa, nanti dia akan diminta untuk mengajar di sekolah di sini. Jadi kita targetnya adalah antarsekolah. Mereka akan mengajarkan tentang bahasanya, kurikulum, dan di sekolahnya, tapi nanti yang diberikan adalah dari mahasiswa yang exchange tadi. Jadi kegiatannya untuk sekolah seperti itu.

P: Apa manfaat dan kontribusi masing-masing mitra untuk UII? Bagaimana tawaran beasiswa atau kerja sama yang telah diberikan? Apa feedback yang diterima dari IO dan mitra terkait kerjasama ini?

N: Untuk manfaat dan kontribusi oleh mitra ke kita, sebenarnya kita nggak bisa melihat itu secara in-kind, berupa barang, berupa jasa, berupa uang, dan lain-lain. Tapi kita lebih memberikan kontribusi yang tidak langsung. Contoh mungkin nanti bisa mengembangkan pengembangan dosen untuk dalam mengajar, atau pengembangan dosen dalam penelitian, meningkatkan jumlah publikasi. Mereka ada riset, kan? Kalau ada riset, maka mereka juga akan melakukan publikasi. Maka publikasi tadi itu menjadi salah satu bentuk kontribusi manfaat bersama. Jadi nanti dengan adanya semakin banyak jumlah kegiatan kerjasama nantinya, terutama banyaknya kegiatan MOA, ataupun dokumen berupa IA, Implementation

Arrangement tadi, menjadi bukti kegiatan kerjasama. Dua tadi, MOA dan IA tadi, itu yang menjadi akan bahan pertimbangan oleh pihak kemerdekaan untuk membuat ranking. Jadi salah satu ranking itu adalah kegiatan internasional dan jumlah asing.

P: Apakah kemitraan kerjasama divisi kemitraan luar negeri sudah dianggap sebagai salah satu strategi komunikasi KUI dalam menjaring internasional nggak Pak?

N: Oke. Jadi sebenarnya memang KUI ini memang menjadi satu pintu untuk kegiatan kerjasama. Yang pertama. Yang kedua juga nanti kegiatan untuk menerima mahasiswa asing. Jadi memang karena apa? Karena ketika mahasiswa asing tadi datang, ataupun kegiatan profesor asing tadi datang, maka itu wajib dicatat. Itu bagaimana untuk implementasi. Yang kedua adalah untuk memfasilitasi mereka kalau jika terjadi suatu kendala sama mahasiswa asing tadi ataupun staf asing tadi. Maka tadi kita butuh komunikasi. Nah strategi komunikasinya ini memang komunikasi di sini bukan komunikasi langsung. Contoh dari kita ke mitra. Tapi kalau dari segi komunikasi secara untuk promosi, itu kita lakukan dengan beberapa cara. Mulai dari membuatkan feed untuk IG, kemudian kita menyebarkan undangan ke email, kemudian kita membuatkan kegiatan UII open days. Jadi maka salah satu komunikasi yang kita lakukan untuk mencari mahasiswa asing, tiga tadi. Di IG, kemudian promosi secara langsung, dan UII open days. Nah itu biasanya untuk yang mahasiswa degree. Tapi kalau mahasiswa non-degree, misalnya kita promosinya secara langsung dengan timeline-nya.

P: Kira-kira selama ini Bapak melakukan kerjasama atau komitmen tanggung keluar negeri, bagaimana menurut Bapak nama UII di tingkat internasional?

N: Untuk nama UII di tingkat internasional, jadi memang nama itu dikenal kalau kita sudah cukup banyak kegiatan-kegiatan bersama dengan mitra luar negeri. Jadi sebenarnya UII itu sudah cukup dikenal juga untuk beberapa negara. Contoh kayak di negara Malaysia. Kita sudah cukup banyak jumlah mitra dengan Malaysia. Itu mungkin ada lebih dari 7 atau 8 universitas. Yang kedua mungkin UII juga dikenal mungkin di beberapa negara tetangga seperti di Singapura ataupun di Jepang. Karena Jepang kita juga banyak mitranya. Jepang cukup banyak seperti itu. Jadi sebenarnya nama ini akan dikenal kalau kita sudah cukup bagus dalam pengelolaan tidak hanya pendidikan, tapi juga kegiatan pengelolaan internasional. Tapi kalau di tingkat internasional, contoh di Eropa, Jepang mungkin masih belum dikenal. Karena kalau dibilang beberapa persen jumlah mitra dari beberapa negara, itu mungkin tidak sampai 2-3 persen kalau jumlah negaranya. Karena di 5 negara atau 5 mitra.

P: Apa strategi khusus yang diterapkan oleh KUI UII untuk menjaga dan meningkatkan reputasi internasionalnya?

N: Ini pertanyaan berat. Karena kalau kita bagaimana meningkatkan citra UII dan reputasi UII di tingkat internasional, itu memang tergantung dari keaktifan kita dalam mengikuti kegiatan internasional. Contoh, kemarin kita mengikuti sekitar internasional kemarin yang tadi Asia Pasifik for International Education. Itu untuk kegiatan menjalankan kerjasama dan juga mengarahkan kerjasama dengan mitra di negara-negara ASEAN. Juga kita akan mengikuti kegiatan promosi kerjasama internasional juga, tapi tahun ini ada di IIE yang akan dilaksanakan di Perancis. Itu untuk negara-negara Eropa, Amerika, itu fokus ke sana. Kalau yang kemarin, itu fokus ke negara-negara ASEAN. Dan itu bukan negara yang berdekatan dengan Asia Pasifik.

Jadi itu contohnya. Atau kita juga menghadirin undangan dari beberapa KBRI. Contoh kita diundang oleh KBRI. Tahun lalu kita diundang oleh KBRI Kenya dari Afrika. KBRI Nairobi namanya. Nanti kita ke sana, ada kegiatan ekshibisi, jadi ada promosi. Jadi kita berikan slot sendiri untuk promosi di sana. Jadi beberapa undangan kita dapat, kita kirim, kita ke sana.

P: Bagaimana cara menjalin kerjasama dengan mahasiswa internasional yang sudah berada di UII, serta menjalin hubungan baik dengan mahasiswa dan alumni UII?

N: Nah nomor lima ini sebenarnya dari divisi mobilitas. Karena Bu Ilhami yang lebih paham banget mengenai digital mobilitas mahasiswa asing, baik itu yang datang ke UII, mahasiswa inbound, dan juga mahasiswa asing dari kita, yang kita kirim pulang ke outbound. Jadi bagaimana kita membangun dan memudahkan hubungan baik dengan mahasiswa asing internasional itu bisa digambarkan saja, kita biasanya membuat kegiatan yang bisa mengekspresikan mahasiswa asing. Atau mungkin kegiatan kemarin, ada kegiatan hari bahasa Prancis, itu diundang mahasiswa asing untuk datang, dan juga beberapa vendor untuk hadir, untuk mengisi stand-stand.

P: Berarti mahasiswa asing itu hanya kegiatan-kegiatan ya? Tidak sampai MOU-an dengan alumni?

N: Alumni ini kita MOU-nya nggak ada, tapi kita ada MOU dengan Persatuan Pelajar Indonesia-Dunia. Jadi kan juga ada pelajar Indonesia, di dunia itu juga ada beberapa negara, PPI, PPI Malaysia, PPI Singapura, PPI Jepang, PPI Australia, itu masing-masing ada PPI. Jadi lebih ke MOU kepada mereka.

P: Menurut Pak Aldi sendiri, apakah kerjasama atau kemitraan yang sudah dilakukan oleh UII, itu sudah berjalan dengan baik selama ini?

N: Alhamdulillah kita sudah cukup bagus dalam kerjasama. Dan

P: Menurut Pak Aldi sendiri, apakah kerjasama atau kemitraan yang sudah dilakukan oleh UII, itu sudah berjalan dengan baik selama ini?

N: Alhamdulillah, kita sudah cukup bagus dalam kerjasama. Dan dengan mitra, ini saja mungkin yang kurangnya itu adalah kita dalam hal dokumentasi kegiatan. Untuk bukti kegiatan. Karena kan UII ini hanya membuka jalan, membuka pintu. Sedangkan untuk implementasi itu adalah dari Prodi, ataupun dari unit-unit di universitas. Mereka harusnya, ketika Prodi tadi itu sudah menjalankan kegiatan internasionalnya, membuat laporan yang dikirim ke kami. Karena laporan tadi itu menjadi bukti kegiatan dan juga sebagai bentuk implementasi. Jadi terdata. Contoh dari Prodi, itu ada kegiatan as a student ke Jepang. Itu adalah laporan yang kita buktikan. Jadi sebenarnya jumlah kegiatan kerjasama tadi sangat penting untuk universitas, bukan untuk kita, tapi untuk universitas. Karena tadi akan membantu untuk proses ranking tadi, atau internasionalisasi juga.

P: Kemudian yang terakhir, apa yang kira-kira perlu ditingkatkan dari kemitraan dan kerjasama International Office UII, khususnya dalam mendekatkan internasional student? Apa yang perlu ditingkatkan atau dikembangkan lagi?

N: Menurut kita prinsipnya, kerjasama itu nggak perlu banyak-banyak. Tapi yang efektif adalah kita dari kerjasama yang ada, kita memonitor Prodi-Prodi, ataupun fakultas, ataupun jurusan mereka untuk bisa lebih menggiatkan kerjasama tadi. Nah, cuman terbatasnya adalah dari segi, mungkin bisa dibilang dari segi pendanaan. Jadi kalau kegiatan internasional itu hanya berupa daring, bisa. Tapi misalnya nggak terlalu maksimal. Tapi kalau kita kegiatan secara luring, ataupun onsite di sana, maka kita butuh dana yang cukup besar untuk berkunjung ke sana. Nah, jadi apa yang perlu kita tingkatkan? Yang tadi adalah satu, tetap kita melakukan evaluasi kerjasama masing-masing universitas. Yang kedua adalah meningkatkan jumlah implementasi kerjasama untuk masing-masing departemen. Dan juga sistem pelaporannya yang belum sistematis. Jadi karena ini, karena kita tahu masih ada permasalahan, terutama yang tadi pelaporan, dan jumlah masing-masing, misalkan kita buka di gateway namanya SIM. Nanti masing-masing bisa mendapatkan sana, ataupun Prodi-Prodi bisa mengirimkan dokumen MOA dan lain-lain.

P: Oke. Terima kasih, Pak Aldi. Terima kasih, Pak Aldi, atas waktu dan kesempatannya.
N: Oke, terima kasih. Sukses, Mas.

Transkrip Wawancara

Narasumber : Farah Maetam

Fakultas : Fakultas Kedokteran

Asal Negara : Thailand

Hari/Tanggal : Rabu, 06 Maret 2024

Waktu : 20.00 – 20.40 WIB

Lokasi : Zoom Meeting

P: Saya ingin mengucapkan selamat datang kepada Farah dan juga terima kasih banyak. Untuk pertama kali Farah kan salah satu mahasiswa internasional di UII, mungkin di awal kamu bisa memperkenalkan diri!

N: Oke, perkenalkan nama saya Farah Maetam, sekarang saya lagi kuliah, mau semester 4 Fakultas Kedokteran, dan kalau untuk di UII saya ambil beasiswanya FGLS atau Future Global Leadership Scholarship. Saya asal dari Thailand.

P: Oke Farah, saya tanya the basic question ya, bagaimana Farah pertama kalinya mengetahui UII?

N: Oke, mungkin dari awal itu saya juga belum kenal UII itu di mana dan gimana aja, ada kurikulumnya gimana aja, tapi saya itu kenal UII karena bapak saya, karena bapak saya itu bekerja di Konsulat Indonesia, tapi di Thailand ya, jadi beliau itu menjadi salah satu staf di Konsulat Indonesia di bagian pendidikan dan budaya. Jadi di situ banyak beasiswa yang masuk ke sana, dan bapak tahu tentang UII, ada scholarship di UII. Jadi dari situ saya tahunya ada beasiswa di sini, jadi dari bapak saya, habis itu saya juga nyari tahu UII itu gimana, kurikulumnya apa aja dan beasiswanya apa aja, jadi itu dari awal saya kenal sama UII.

P: Itu dari mulai Farah di High School atau tahun berapa Farah tahu UII?

N: High School, waktu itu di SMA 2 itu saya sudah mulai nyari-nyari ya, biasanya kalau masih siswa Thailand itu kita mulai untuk mencari kampus atau universitas yang kita mau masuk itu sudah dari SMA 1 gitu ya, jadi dari situ saya juga usaha nyari-nyarinya di luar negeri, jadi saran bapak itu di Indonesia aja gitu, jadi saya juga pikir di Indonesia itu banyak beasiswa juga ya, jadi saya juga ikut nyari beasiswa di sini.

P: Kenapa tertarik menjadi mahasiswa di UII?

N: Kenapa ingin menjadi mahasiswa di UII ini ya, mungkin dari awal itu karena dari beasiswanya, karena beasiswanya juga menarik ya, jadi dia itu walaupun nggak full, tapi dia juga meng-cover beberapa biaya gitu ya, dan juga dari awal impian saya itu harus masuk FK, harus Fakultas Kedokteran. Jadi kalau di Indonesia, setahu saya itu kan mahal ya untuk biaya pendidikannya, jadi kalau di sini kan dapat full untuk biaya pendidikannya, jadi saya lebih pilih di sini. Dan juga untuk UII ada beberapa hal yang menarik, seperti kalau di FK itu kan ada visi-misi itu ya, seperti "to be a good Muslim doctor," jadi dari visi itu sangat tertarik, karena di kampus lain atau dari Thailand juga sendiri itu nggak ada, jadi saya lebih, oh mungkin dia itu ada visi-misi yang sangat bagus dan orang tua saya juga ingin saya belajar kedokteran, itu bukan hanya pendidikan kedokteran aja, tapi juga bisa bergabung dengan agama, jadi lebih menjadi salah satu yang juga menarik bagi saya dan keluarga.

P: Siapa orang yang mempengaruhi Farah, yang mengajak Farah ke UII?

N: Kalau orang lain itu mungkin nggak begitu pengaruh ya, karena dari awal itu sama sekali nggak kenal sama orang yang kuliah di UII, jadi saya itu karena dari bapak langsung daftar di sini, jadi nggak ada yang pengaruh lain. Mungkin dari bapak juga yang pengaruh, mungkin saya sendiri gitu yang bisa mempengaruhi diri saya sendiri. Kalau orang lain mungkin belum ada ya, karena belum kenal juga pas waktu mau masuk.

P: Tadi kan Farah bilang kalau Farah daftar ke UII itu melalui FGLS. Boleh diceritakan bagaimana proses Farah mendaftar ke UII?

N: Oke, untuk dari awal itu saya masuk ke website UII, yang di website UII nanti ada untuk international student, jadi saya nyarinya di situ. Habis itu ada untuk mendaftar FGLS, maka saya klik di situ dan juga ada beberapa informasi tentang fakultas yang kita ingin daftar. Jadi di FGLS

itu saya langsung daftar untuk FK. Setelah itu di proses itu ada beberapa hal yang kita harus mendaftar, seperti CPE kita dari SMA, dan juga beberapa kegiatan yang kita pernah ikut dari SMA, dan juga ada esai yang kita tulis tentang kenapa kita mau kuliah FK dan kenapa kita mau masuk UII. Setelah itu mungkin ada beberapa seleksi, karena kalau nggak salah tahun saya itu kan masih pandemi ya, jadi mungkin belum banyak yang daftar. Tapi juga mungkin waktu itu banyak yang daftar FK, itu sekitar 10 orang. Tapi setelah itu ada seleksi wawancara. Untuk wawancara itu lebih ke kemampuan berbicara bahasa Indo. Jadi mungkin karena dari awal saya sudah lumayan bisa bahasa Indonesia, jadi mungkin keuntungan dapat beasiswanya juga dari basic bahasa Indonesia di situ. Setelah itu, setelah seleksi wawancara, nanti ada email untuk pemberitahuan sudah keterima di FK. Kalau nggak salah, kemarin itu dari sepuluhan orang, yang diterima hanya 2 orang untuk masuk FK. Mungkin karena saya sama teman itu sudah bisa bahasa Indonesia, sedangkan yang lain masih belum. Di sini kalau nggak bisa bahasa Indo itu agak susah untuk masuk FK.

P: Selama proses seleksi masuk UII, apakah ada bantuan dari International Office, seperti bimbingan atau informasi yang diberikan?

N: Kemarin itu sebenarnya walaupun bapak saya kasih tahu ada beasiswanya, tapi pas saya mengunggah beberapa dokumen yang harus di-upload itu, biasanya saya sendiri yang buat atau nyari-nyari. Jadi waktu itu saya juga bingung bagaimana cara meng-upload dokumen-dokumen itu. Jadi saya langsung kontak ke staff IO, International Office UII. Jadi mereka langsung jawab. Jadi dari situ saya nggak tanya bapak lagi. Jadi di situ saya bisa langsung direct ke staff-nya. Jadi staff juga bantu selama proses meng-upload dokumennya.

P: Apakah Farah pernah bertemu langsung dengan pengurus di International Office ketika sebelum mendaftar? Atau kapan pertama kali ketemu dengan mereka?

N: Kalau pas masih daftar, mau masuk UII itu belum pernah karena saya daftarnya masih di Thailand. Tetapi pas saya sudah diterima dan sedang belajar khusus bahasa Indo itu selama satu tahun. Jadi sebelum masuk ke FK, saya datang ke Indonesia. Untuk pertama kali itu mungkin karena saya harus ngurus surat kitas untuk izin tinggal sementara. Jadi awal itu saya bertemu dengan staff IO. Jadi di situ mereka juga membantu bagaimana cara mengurus kitas, apa saja yang harus dilakukan, dan kapan harus ke imigrasi untuk berfoto atau mengambil paspor. Kalau ketemu langsung pas sudah di UII ya, saat mengurus kitas.

P: Terus gimana perasaan atau pengalaman Farah ketika berinteraksi dengan IO? Ketika by message atau direct? Gimana pengalaman Farah?

N: Ya, mungkin dari awal sampai sekarang itu saya sering kontak dengan staff IO. Karena kalau ada pertanyaan, saya langsung tanya kepada staff-nya. Misalnya kemarin visa saya mau habis, jadi saya langsung tanya, ini visanya sudah mau habis, gimana caranya mbak? Jadi staff langsung menjawab, nanti Farah harus datang ke International Office, nanti dikabari lagi. Jadi kalau menurut saya, staff IO itu kalau ditanya langsung jawab. Karena biasanya pertanyaan saya terkait visa atau kitas, jadi harus segera dibuatkan.

P: Apakah Farah merasa terbantu dengan IO?

N: Ya, merasa terbantu, karena kemarin itu pas saya memperpanjang kitas, saya juga menghubungi staff IO. Mereka membawa saya ke imigrasi, dan mereka menunggu saya dan teman lainnya di imigrasi supaya kami bisa membereskan semua dokumen yang perlu dibuat untuk kitas. Jadi sangat membantu.

P: Nah kemudian apa yang mereka sampaikan Farah? Mereka menyampaikan apa saja mereka? Apakah mereka memperkenalkan UII atau hanya membantu Farah untuk mendaftar?
N: Kalau dari awal itu belum direct langsung dari saya ke Mbak Citra-nya, tapi itu masih di grup besar gitu ya yang mau seleksi. Jadi pas waktu itu karena sudah 2-3 tahun juga ya, kalau di grup itu kan ada informasi yang setiap hari itu nanti diinfokan. Hari ini nanti jadwal kita itu gimana wawancaranya, siapa saja itu. Mereka itu kirim, dari staff IO itu langsung kirim info yang terupdate gitu ya setiap hari. Jadi tidak bingung juga nanti wawancaranya, gilirannya gimana, waktu jamnya gimana, zoomnya, link mana gitu.

P: Ketika sudah di UII, apa yang mereka sampaikan?
N: Kalau dari awal yang saya mau untuk tahu UII itu apa, itu belum ada ya. Mungkin belum ada staff yang memberi tahu UII itu apa. Mungkin dari pas waktu itu saya yang cari sendiri.

P: Farah tadi cari tahu UII di website kan, menurut Farah informasi yang mereka itu sudah cukup belum?
N: Sepertinya sudah cukup untuk kita, untuk mendaftar gitu ya. Kalau menurut saya itu sudah cukup. Sepertinya dari website itu tidak membuat saya itu percaya gitu ya. Tapi saya juga hanya baca gitu ya. Tapi yang membuat saya lebih percaya itu karena dari Bapak saya tadi. Jadi, kalau di website itu saya hanya baca mungkin kurikulum FK-nya gimana, kurikulum fakultas lain itu gimana saja, atau akreditasi dari FK atau UNIV itu gimana gitu.

P: Farah tahu sosial medianya UII belum?
N: Pas waktu itu belum, belum tahu hanya website. Tapi sebelum pas waktu itu saya masih SMA 3, itu saya pernah join kegiatan tentang budaya dan tempat jalan-jalan di Jogja yang hostnya dari UII. Jadi dari awal itu saya sudah kenal sama UII karena itu. Programnya seperti, kegiatannya seperti lebih memberitahu Indonesia itu negaranya gimana dan seperti tempat jalan-jalannya, apa saja pulaunya, apa saja makanannya, gimana gitu. Lebih ke untuk tahu Indonesia secara umum gitu.

P: Oke. Ini Farah, dengan UII, Farah menggunakan saluran komunikasi apa untuk berinteraksi dengan international office UII?
N: Melalui WhatsApp.

P: Nah ini menarik Farah, kan setiap orang punya tantangan dalam hidup ya, what is your challenge ketika mendaftar ke UII?
N: Challenge daftar UII, mungkin gak terlalu ada challenge yang besar gitu ya, jadi cuma mungkin dari awal itu agak banyak juga dokumen yang kita harus upload, jadi mungkin di situ, karena di situ kan ada banyak surat, seperti surat syarat untuk mendapat beasiswa, syarat untuk tidak bekerja di Indonesia, syarat untuk beraktivitas baik, seperti gak ikut acara-acara yang aneh gitu, jadi harus ada beberapa surat yang kita harus upload, jadi di situ banyak sekali suratnya. Mungkin itu gak termasuk challenge yang besar gitu ya, mungkin agak susah cara uploadnya.

P: Selanjutnya, Apakah IO mengenalkan Indonesia atau mengenalkan UII juga?
N: Ya, tentang UII itu mungkin kemarin itu cuma ada beberapa, cuma diperkenalkan di UII itu private university sama UII itu di daerah Yogyakarta, nanti ditunjuk juga Yogyakarta itu di mana di petanya. Jadi di, mungkin sejarahnya sedikit ya, mungkin karena itu kan gak fokus ke profil dari UII-nya, tapi lebih ke Indonesia-nya.
P: Oke, oke Farah. Terus, Farah pernah gak melihat iklan atau pesan tentang UII sebelum mendaftar?
N: Kalau sebelum mendaftar itu hanya ada di website, tapi kalau yang mungkin di lewat sosial media itu belum ada. Jadi cuma lewat website-nya.

P: Oke. Tapi kalau misalkan sekarang, berarti Farah pernah melihat iklan-iklan tentang UII?
N: Ya, kalau sekarang itu sudah banyak, karena harus di-share ke teman di Thailand juga, jadi sudah banyak lihat iklan-iklan gitu.

P: Bagaimana menurut Farah pelayanan pengurus IO UII?
N: Pelayanan, sangat baik. Kalau menurut saya itu mungkin dari pelayanan dari International Office itu bagus, sangat bagus, dan juga aktif. Staff-staff IO itu sangat aktif. Kalau ada seperti tadi yang saya bilang, ada pertanyaan itu langsung di direct message ke mereka, jadi mereka langsung balas, jawab, dan juga kalau ada beberapa seperti di grup, di grup seperti saya itu, sekolah simnya FGLS. Jadi di situ juga ada grup WhatsApp, jadi di situ juga diberikan beberapa seminar atau kegiatan yang diadakan oleh UII atau International Office. Jadi pelayanannya juga bagus, dan untuk selain dari mungkin pelayanannya, kalau saya itu mungkin boleh bagi menjadi dua, ada pelayanan terkait dengan mengurus beberapa dokumen seperti visa, kitas, itu sudah banyak membantu kita juga, karena prosesnya sangat rumit untuk kita mengurus suatu visa atau kitas, dan juga untuk yang kedua, itu terkait dengan kegiatan, karena juga dari International Office itu banyak kegiatan juga. Jadi dari mereka itu sering upload atau memberi info kepada kita, itu tergantung kita mau join atau tidak.

P: Bagaimana menurut Farah hubungan dengan International Office? Bagaimana menurut Farah?
N: Ya, baik. Kalau menurut saya juga baik, karena mereka itu ketika ada meeting, karena dari scholarship itu setiap tahun harus ada meeting untuk follow up, CPI kita itu sudah sampai bagus atau belum. Jadi dari situ juga mereka berkomunikasi dengan kita itu secara santai dan juga sangat-sangat memberi manfaat.

P: Farah tahu nggak kalau UII itu punya kerjasama atau partnership dengan International? Farah tahu, pernah tahu nggak?
N: Mungkin cuma tahu mereka dari International Office itu ada beberapa MOU gitu ya, dengan beberapa negara.

P: Apakah Farah pernah nggak bantuin IO promosi?
N: Ya, pernah. Karena untuk mahasiswa Thailand yang ada di UII itu kita juga ada small club gitu ya, Thai Student Club gitu. Jadi kita juga membantu untuk promosi UII tahun kemarin. Kita buat suatu video yang bahasa Thailand dan kita juga kirim ke International Office. Nanti tahun kemarin itu sempat International Office itu ada promosi di sekolah yang ada di Thailand. Jadi kita buat video itu dan kirim ke Ibu Nihla yang di International Office. Setelah itu di sekolah nanti videonya dibuka di sana. Dengan bahasa Thailand. Kita buat sendiri seperti volunteer gitu.

P: Ketika tadi kan ada video kemudian Ibu Nihla ke sekolah-sekolah yang ada di Thailand, itu ada yang mendaftar nggak?
N: Ada. Tapi sekarang itu masih belajar bahasa, khusus bahasa Indonesia. Tapi belum masuk kuliah.

P: Farah, dia dulunya jadwal apa? Sekolah Seleksi apa? FGLS?
N: FGLS juga.

P: Beberapa pertanyaan terakhir adalah bagaimana nama UII di internasional? Kira-kira UII namanya di Thailand atau di negara lain itu bagaimana?
N: Kalau dari menurut saya sendiri itu, kalau saya juga kurang tahu, karena saya juga belum pernah ketemu langsung dengan orang lain yang pandangan UII untuk mereka itu bagaimana. Tetapi kalau dari dulu itu mungkin UII belum begitu terkenal. Mungkin di Thailand ya. Mungkin kalau di negara lain itu saya kurang tahu. Tapi di Thailand itu sekarang itu, kalau dari dulu itu mungkin belum begitu terkenal karena belum banyak yang kuliah di sini. Atau yang kuliah di sini itu belum promosi. Melalui beberapa seperti di sosial media atau Facebook, karena di Thailand juga kita masih pakai Facebook ya. Jadi karena dulu itu kan kita belum buat promosi, belum buat seperti iklan atau poster tentang UII. Jadi di situ kan belum terkenal. Tetapi setelah saya sudah masuk di sini dan sudah membuat suatu klub, tadi yang Thai Student Club di UII, itu kan sudah banyak yang terkenal, sudah banyak yang kenal sama UII. Karena kita buat beberapa real story atau TikTok, jadi sudah banyak yang terkenal di sana.

P: Oke. Nah menurut Farah, promosi yang dilakukan International Office itu sudah baik belum dalam mencari calon mahasiswa internasional?
N: Kalau menurut saya itu sekarang itu sudah lumayan bagus. Karena saya lihat dari peserta yang mendaftar di tahun ini kan lebih banyak dari tahun yang saya masuk. Jadi mungkin dari hasil promosi dari International Office itu sudah membuat baik. Karena dari tahun yang saya datang itu mungkin cuma 30 orang. Tetapi peserta yang ujian tahun ini sudah seratusan orang. Mungkin dari promosi itu hasilnya sudah lumayan bagus.

P: Kalau promosi di media sosial atau di website-nya bagaimana?
N: Dari mereka. Kalau sekarang itu sepertinya sudah lumayan baik ya. Karena dari awal kalau saya sudah kenal, sama IG, IO itu masih belum begitu aktif. Tapi kalau sekarang itu sudah lumayan banyak aktif tentang kegiatan atau beasiswanya.

P: Farah, bagaimana perasaan Farah? Atau pesan Farah menjadi mahasiswa internasional di UII?
N: Untuk awal, untuk yang pertama itu, saya bangga. Karena di sini juga ada kurikulum atau pendidikannya juga bagus. Jadi saya juga ikut bangga dengan UII. Dan juga karena pas waktu awal itu mungkin belum begitu rasa bagaimana rasa bagus atau enggak sama UII. Tapi pas sudah masuk itu sudah tahu, ini sangat cocok dengan saya. Yang masuk ke sini. Jadi syukur. Syukur ya.

P: Apa pesan yang ingin Farah sampaikan atau saran pada international office UII?
N: Mungkin pesan itu, mungkin sarannya enggak banyak ya. Cuma mungkin dari, mungkin dari setiap semester itu dari IO juga follow up kita mahasiswa internasional gitu ya. Jadi mungkin

dari situ bisa untuk lebih terjalin lagi hubungan baik antara kita, mahasiswa internasional, dengan IO gitu. Mungkin hanya itu.

P: Oke Farah, cukup. Sudah selesai. Terima kasih banyak Farah
N: Ya, sama-sama.

P: Assalamualaikum Warahmatullahi Wabarakatuh.
N: Waalaikumsalam Warahmatullahi Wabarakatuh. Pergi ya.

Transkrip Wawancara

Narasumber : Hakim

Fakultas : Fakultas Teknik Sipil & Perencanaan

Asal Negara : Uganda

Hari/Tanggal : Jumat, 23 Februari 2024

Waktu : 20.00 – 20.40 WIB

Lokasi : Zoom Meeting

P: Assalamualaikum warahmatullahi wabarakatuh
N: Waalaikumsalam warahmatullahi wabarakatuh

P: For the first time, I would like to say thank you so much. Oke, for the first time, Hakim boleh perkenalan dulu nama, kemudian prodi, fakultas, sama dari negara mana.
N: Baik, terima kasih banyak. Jadi, izin campur bahasa Inggris dan Bahasa Indonesia. Thank you so much, and I'm glad to be one of your interviewees. Perkenalkan, nama saya Muganga Hakim. Saya berasal dari Uganda, Uganda itu di Afrika Timur. Saya mahasiswa KNB di Universitas Islam Indonesia, mengambil jurusan teknik sipil, S2 teknik sipil di Universitas Islam Indonesia. Itu perkenalan dari saya.
P: Oke, so Hakim, in the first time mungkin pasti setiap orang punya ceritanya gitu. Bagaimana pertama kalinya Hakim mengetahui UII?
N: Betul sekali, makasih banyak, itu pertanyaan yang sangat menarik. Jadi begini, saya tahu UII dari salah satu dosen saya waktu saya kuliah S1. Soalnya beliau dulu kuliah S2-nya di Indonesia, di Surakarta, tapi kan dia punya teman yang sarankan dan ceritakan tentang Universitas Islam Indonesia. Jadi, saya dapat informasi terkait UII dari dosen S1 saya, sebenarnya dosen bimbingan saya.

P: Oke, jadi itu tahun berapa kira-kira Hakim?
N: Saya itu tahun 2021 tahu UII.

P: Oke, kemudian what makes you interest atau tertarik menjadi mahasiswa internasional di UII, kenapa tertarik?

N: Jadi begini, setelah dia ceritakan tentang UII, saya lebih lanjut, I went further ahead and went to the internet. And search for Universitas Islam Indonesia, I visited their website. That is when I got a real picture of what Universitas Islam Indonesia is. And that is where I got the love and interest to join Universitas Islam Indonesia. Because when I visited their website, I looked at their rankings and their qualifications, and basically how they perform. You know, the rankings and everything. So, I was impressed by its statistics. Their statistics were reputable. So, it just made me really interested in joining UII. So, upon my lecturer telling me about UII, I visited their website. I read about UII, so when I actually read through it and looked at its statistics and its reputation, I was like, this is the right university to join. So that is where I got the love and interest to join Universitas Islam Indonesia.

P: Okay, to make sure, so you checked on the website, right?
N: Yeah, so after my year, I visited their website and checked about UII. I read about UII.

P: Did you watch the video?
N: Actually, at the time, I didn't watch the video, but I just visited their website. I read about it and searched more about its rankings, how they rank, and then accreditation. That really made me interested in joining UII, because their reputation is good and it's a well-appointed institution.

P: Okay, interesting. So, anyone who influenced you to become a student at UII? Was there anyone who influenced you? Or was it the previous lecturer?
N: Yeah, so aside from that, maybe at that time I didn't know anyone at UII. At the same time, I didn't know anyone. So, I got my motivation and inspiration to join UII from my lecturer and my due diligence of searching about UII. Because I didn't know anybody. No one in Universitas Islam Indonesia, but I was fascinated by its information from the internet, from the website.

P: So, no one influenced you but the website that made you sure that you registered, right?
N: Exactly, when I visited the website, it was just more than enough for me to appreciate and want to join UII. So, I visited the website and from my lecturer as well. So, it was only the website and my lecturer only, but I didn't know anybody who was in UII at the time.

P: Wow, so I appreciate your survival. Yeah, your survival is so good. Okay, Hakim, maybe you can tell us about the process of registering from knowing the lecturer, then you know you're looking for the website and then the process that you got to UII. How was the registration process?
N: So, it's like this. I'm from KNB. Before I joined UII, I had to go through the KNB website. I had to fill out the KNB website first. So, it's like this: my lecturer was also a KNB student. That's why she gave me advice about the scholarship. So, in the scholarship, you must choose how many universities as your choice.

P: So UII is the first, only one, or is there another university?
N: There are two choices. Two choices, first choice and second choice. So, at that time, I chose two. I chose Muhammadiyah, Surakarta, because my lecturer was there. So, the second choice was Universitas Islam Indonesia.

P: Okay, second choice is better. So, during the registration, there was KNB, then you joined UII, right?
N: So, during the registration, the KNB website, the application. There are some that are still in Indonesia. So, my lecturer really helped me during the registration and application. But after the application, there is a shortlist that has been completed. So, I have completed the shortlist to join UII. So, there is a shortlist; they released a shortlist of the successful students for the KNB scholarship with the universities attached to them. So, among the students that were shortlisted, attached to Universitas Islam Indonesia. I think I didn't receive a scholarship from Surakarta, I didn't get a place. But then UII gave me a place. So, after shortlisting, we went for an interview.

P: Interview with the KNB official, right?
N: No, we went for an interview with Universitas Islam Indonesia because there is no interview from KNB.

P: There is, no? Only document?
N: Yeah, after fulfilling the requirements. After getting all the requirements, they analyze and scrutinize and pick out the best applicants. So that is where KNB stops. So, beyond that, it is the university that takes over because it is the one that is actually going to admit you within the university. So, after I was shortlisted, I had to go through an interview with Universitas Islam Indonesia. So that was the first time I met some of my interviewers.

P: So, you met the lecturers from UII, right? So, who was the first person you met from UII? The one who interviewed you?
N: Yeah, so that was an interview from the university. But usually, it was from the international office. So, there was a panel. There was an interview from the international office and maybe a few lecturers from the program so that they can know if you are qualified to join the program.

P: So, the first people that you met in Universitas Islam Indonesia were also part of the international office, right?
N: Yes because the international office is the one that deals with our scholarship.

P: Who was the international office at that time? Ms. Dian, maybe? Or others?
N: Yes, Ms. Dian, Ms. Nihla, and some lecturers from the faculty.

P: Interesting. So, my next question is about how your experience was when you interacted with Ms. Dian and Ms. Nihla, our international office staff.
N: Yeah, first impression, I was really impressed because they were really, really, so very calm. Bye, thank you so much! So welcoming, I really felt like at home. Because initially, before the interview, I was really, scared, and skeptical and everything. But after getting interviewed by them, it was really, nice. They were so calm and very kind. So, it was more like, wow, this is the right place to join. They were really, really, so good to me. That was impressive. Nice to hear that.

P: So, what information was conveyed by the international office to you?
N: So, during the interview, they asked you, for starters, why did you choose Indonesia? Why did you want to study in Indonesia? Why did you choose UII? There are many universities, but why UII? And then maybe the third question would be, what are your study plans? What are

your study plans? And what is your motivation, like your personal statement? It's more like you are narrating your personal statement, your motivation. What motivates you to study in Indonesia and study UII? So, besides the questions, what information did they give? For example, have they ever told Indonesia like this? Universitas Indonesia is the university. Is there the information that they gave to you? So, after KNB shortlisted the candidates, we are interviewed by each university because each university has not taken the final student. So, it's still a selection. So, they must interview us and then choose the best one. Okay, okay, okay. So, when you say you graduated, it was just about UII. So, before we came to Indonesia, they already told us a lot about UII, UII Global Studying, Programs Available, International Program, and everything. They really talked more about UII in detail. Okay, okay, okay. So, the information also about Indonesia? Is there information about Indonesia too? Yes, there is. So, they gave us information about Indonesia. Where is Indonesia, how many islands, languages used? So, it's like a bigger picture. So, they gave us a bigger picture about Indonesia. From Indonesia, we narrowed it down to Yogyakarta because we're going to be studying in Yogyakarta. So, they talked about Yogyakarta and then the culture of the people in Indonesia as well. And then the Javanese culture in Yogyakarta as well. And then from Yogyakarta, they narrowed it down to Universitas Islam Indonesia. So, it starts from Indonesia, to Yogyakarta, and then to Universitas Islam Indonesia. So, it's a procedure. Yeah, okay. So, after you graduated, talking about social media. Do you know social media UII? It's only a website, right? So, after that, they talked about the social media: Instagram, YouTube, and some programs. Because I use Instagram more often than YouTube. I don't play TikTok. For that, you only know the website? Yeah, website. So, after that, they told us about the social media handles, Instagram, and then YouTube as well. So, before you became a UII student, you only knew about the website, right? Yeah. My next question is about what is the challenge? What is the challenge of applying for UII? The challenge is language at first. Because at that time, there were still some, maybe there were some in English, but there were still some in Indonesian. So, the website is still in Indonesian, right? Yeah, exactly. Still. So, you hope. Do you have any critiques or suggestions for UII? Yeah, so our suggestion is to provide all the information in English. Okay, in English. But did UII help? Very, very, very, very, very much! Because we... I messed up, so green, I knew nothing. So, they really helped us so, so much. From the beginning until the end, they really helped us so, so much to navigate the system and everything. Because we knew... We didn't know any Bahasa at all. Bahasa Indonesia, kosong. Kosong, kosong, kosong. Nothing at all.

P: Kita bicara soal servis layanan atau bantuan dari International Office. Kira-kira apa saja ketika Hakim menjadi mahasiswa yang dikasih International Office?
N: Jadi setelah saya menjadi mahasiswa, mereka sangat-sangat membantu kita untuk traveling, daftar visa. Jadi untuk mendapatkan semua syarat-syarat, mereka sangat-sangat membantu kita. They really helped us so much in everything and they're always available. Every time we ask them about something, they would respond in time. They would guide us in time. They're always available. Selalu tersedia. Jika ada pertanyaan apapun, mereka menjawab. Maupun di waktu apapun yang kita kirim pertanyaan itu, mereka akan jawab. Wow, so helpful ya. So already so helpful. Soalnya ini begini, kan kita di negeri kita itu different time zone. Jadi misalkan sekarang jam 8, kalau di negeri kita itu jam 4 sore. Jadi kalau misalkan jam 8 di sini, ini sudah jam 12 di sini malam, mereka balas. Jadi mereka menyesuaikan dengan time zone kita, bukan time zone Indonesia.

P: Wow, itu mungkin yang buat Hakim apa ya, amaze ya, atau bersyukur ada di UII ya.
N: Ya bersyukur, karena mereka sangat considerate. Mereka sudah tahu waktu kita memang sangat beda. Tapi mereka sudah menyesuaikan dalam waktu kita, bukan waktu Indonesia. Misalkan, contohkan kan, kalau jam 8 Indonesia di sini, di negeri saya itu masih jam 4 pagi. Iya, jadi semua program didorong sampai sore. Jadi mereka harus organisasi program itu di sore Indonesia, supaya mereka bisa mengakomodasi kita, waktu kita.

P: Wow. Dan berarti itu ketika sudah jadi mahasiswa ya, berarti semuanya dibantu. Oke, oke, oke. Terus Hakim, menurut Hakim, apakah layanan atau service dari International Office ini membuat mahasiswa internasional lain itu mendaftar nggak?
N: Itu emang tertarik, kan itu kita awalnya kita berinteraksi sama cuman International Office sebelum kita masuk kuliah. Kita cuman interaksi sama International Office purely before we start kuliah before we start our lectures. We will entirely actually interact with them only. Jadi kalau mereka emang if it was bad, then we can't recommend our friends to join. But then it is so good that we always advise our friends to join and register. Jadi itu sangat berpengaruh, itu sangat-sangat berpengaruh. Jadi sebelum kita masuk kuliah atau ketemu dosen, itu mereka separate dosen kita yang sangat bantu kita. So, the interaction was exceptional, it is really exceptional. Mereka sangat-sangat tolerant, apapun pertanyaan apapun, atau bantuan apapun, mereka sangat tersedia.

P: Ada nggak, mungkin Hakim bisa menceritakan nggak, program apa yang paling Hakim sukai? International student yang ada di UII.
N: Oh, dari International Office. Jadi kan biasa, jadi pas baru datang di Indonesia, kita punya culture program. So, we got a program about, we had a culture program, who enlightened us and teach us about Indonesia, and Yogyakarta and the cultures, and the people. That is the very first program, like it was more like an orientation about Indonesia at large. International Office organizes a series of programs that help us adapt and join or adapt to the system quite faster. So, the first one was culture, the culture program. After that we always have programs on, about the university, where we interact with our lecturers. We meet our lecturers, we ask them questions, we interact with them. They also tell us about the systems, the lecture systems, SKS, what to do, the do's and don'ts when you start to study. So, it's more like an orientation. We have, it's called an international week, global week, so we have a full week orientation of different activities.

P: Oke, berarti itu kan sangat membantu, dan itu setelah Hakim jadi mahasiswa, tapi sebelum jadi mahasiswa itu Hakim belum pernah menemukan program-program itu ya?
N: Belum, belum, belum. Jadi begini, kan biasanya sekarang sudah ada, kan ada FGLS. FGLS, ya. FGLS begini, sebelum menjadi mahasiswa, mereka sudah ceritakan tentang Indonesia dan UII. Soalnya itu, there is also a program for that. There are three days that talk about the scholarship and talk about the university. Even before we register, or even before we become students of UII. So, there is already a program about that. Which is very, very, very good.

P: Hakim juga membantu International Office untuk menyebarluaskan UII?
N: Exactly. Kan mereka nggak punya teman-teman di Uganda. Jadi aku bantuin untuk menjembatani further. Further communicating or sharing information with my friends. Yang belum daftar di Indonesia atau yang belum datang di Indonesia atau UII.

P: How about support of International Office? Berarti ketika Hakim menyampaikan informasi kepada teman-teman Hakim yang di Uganda, apakah International Office memberikan fasilitas mungkin?
N: Kalau itu kan biasanya itu flyer-flyer atau masing-masing. Jadi nggak usah. Jadi one is share on WhatsApp. Our friends on WhatsApp, but then our social media. That's what we do. Jadi nggak usah punya facilitation for that. Because that's how information is transferred. Sekarang. Nggak usah seseorang-seseorang. WhatsApp, Instagram cukup banyak. Jadi itu yang sudah efektif.

P: Amazing. Jadi tadi talking about social media, how your opinion?
N: Itu memang sudah sangat membantu. Soalnya itu hampir semua informasi selain WhatsApp, itu semua informasi sudah ada di social media. Jadi kalau miss on WhatsApp, at least you'll find it on Instagram. Iya, on YouTube also. Tapi kan sekarang lebih sering di Instagram. Story-story, kegiatan apa. Everything on Instagram is posted and uploaded there.

P: Oke. Hakim, pernah ngelihat atau advertising, iklan tentang beasiswa atau internasional activity, gitu di sosial media?
N: Jadi begini ya, kita kan juga punya WhatsApp group untuk mahasiswa masing-masing internasional. Semua di UII. Jadi mereka kan memposting semua advertising itu di grup itu. Dan kita untuk sebar-sebar lagi ke teman-teman lain. Di WhatsApp group juga, di Instagram juga sudah ada. Oke, oke, oke.

P: So, it’s enough information, ya, from International Office?
N: Kalau untuk kita, iya, itu sudah cukup.

P: But on the other side, ada nggak specific program atau kerjasama gitu? Partnership between International Office with you to spread the information untuk menarik mahasiswa internasional? Ada nggak?
N: Kalau itu kan, belum sih kan saya ada di sini kan, jadi belum ada yang khusus. Khusus saya itu belum, belum, belum. Tapi setahu ku, UII udah sampai di salah satu negeri, di Kenya, itu namanya Kenya, kan Kenya itu dari Afrika Timur. Jadi mereka udah sampai disitu, jadi kita kan embassy kita itu ada di Kenya. Jadi mereka udah sampai ke embassy Kenya untuk cerita kan di UII.

P: That's how far it is. So, your embassy in Kenya?
N: Yeah, our embassy is in Kenya, yeah. So, it was a program organized by the embassy. I think it was a school fair or university fair organized by the Indonesian embassy in Kenya. But then UII also sent a representative to join there actually and tell me about the university as well. Okay.

P: Menurut Hakim, dari antara ketiga ini, which one is the most one? Jalur yang mana yang paling banyak diminati?
N: Yang masuk itu FGLS. FGLS. Ya, ya. Second one in KNB. Ya, ya, ya. Then pribadi.

P: So, now I want to ask you, how is the name of UII in international or in global? Menurut Hakim, gimana nama UII di internasional?

N: Okay, the UII name is now getting to be known more and more. I'll give an example. As the first, aku masuk pertama dari Uganda yang masuk di UII. Jadi aku sendiri udah sebar berapa ribuan-ribuan orang dalam UII aja.

P: Setelah Hakim, ada lagi yang dari Uganda?
N: Mungkin akan datang. So, karena udah banyak yang mendaftar ke UII, so the scholarship also is limited, why there is the limitation, right? Iya, jadi itu sudah salah satu contoh. Jadi, aku saja.

P: Okay, Hakim. Maybe for the last, bagaimana kesan atau perasaan Hakim sebagai mahasiswa internasional di UII?
N: Aku memang sangat-sangat senang dan bahagia kuliah di sini, emang. Hidup ini pengalaman yang luar biasa, yang menarik, dan memang sangat-sangat seru, pokoknya. New experience. New experience.

P: Any words apa yang mau Hakim sampaikan kepada Universitas Islam Indonesia, mungkin pesan-pesannya? Pesan-pesannya itu cuma untuk pesan atau saran aja itu untuk, untuk apa ya? Saran apa aja?
N: Kalau saran aja itu untuk mungkin lebih bantu mereka untuk belajar bahasa Indonesia. Karena kalau sudah di sini, yang biasa kita alami itu bahasanya. Bahasa, like the language is so hard. It's so-so hard, like people that can use English. Jadi itu yang mungkin sebagai limitation untuk mahasiswa yang baru datang di sini. So maybe if there are more, maupun sudah ada program untuk belajar bahasa Indonesia, tapi cuma untuk intensify aja. Supaya semua bisa belajar dan mereka bisa menyesuaikan dengan cepat.

P: Untuk International Office, ada yang mau disampaikan?
N: Syukur aja, syukur aja. Sampaikan terima kasih aja kepada International Office. Kerja mereka luar biasa. Ya, I really appreciate so much. Ya, luar biasa.

P: Oke. Thank you so much, Hakim. You really help me.
N: Terima kasih banyak juga. Ya, terima kasih banyak. Because I'm so happy.

P: Assalamualaikum warahmatullahi wabarakatuh.
N: Waalaikumsalam warahmatullahi wabarakatuh.