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Internationalization in Higher Education: University's Effective Promotion Strategies in Building International Trust

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Abstract: University attempts to respond to globalization to build international trust by conducting internationalization as the bridge of their selected strategies. The efforts needed to build international trust are promotion strategies. This study aims to elaborate the effective promotion strategies in Jenderal Soedirman University, Indonesia. The data were collected by some deep interviews, observation, and documentation. The result shows that the promotion strategies includes, first, the university's direction to be recognized globally by a strong vision, international accreditation for its study programs, and being the center of special studies. Second, the university publicizes the university's programs, activities, excellence, and uniqueness through printed or online media, foreign institutions, and individuals. Third, the university initiates international collaborations with foreign universities and institutions by building good interpersonal communication, forming teams for international collaborations, initiating activities to build trust among individuals, and getting involved in international events. Last, the university offers scholarships for foreign students to increase inbound students.

Keywords: *Promotion, strategy, internationalization, trust.*

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Introduction

Universities have a pattern of values and belief pointing to the academic culture (Esomonu, 2016) and play an important role in society for their capability of promoting sustainable national development (Dzimińska, Justyna, & Sułkowski, 2018). They also generate their students for the job market, qualified researchers with trainings, and research environment through research publications (Elzagheid, 2019).

In the context of increased competition among universities, the students, lecturers, educational staff loyalty, and their reputation are key factors to be able to survive and succeed. The increasingly strong global dimension requires the universities to innovate and continue to invest in increasing resources to achieve beneficial perceptions among stakeholders. Moreover, the consideration of manifesting new trends as the part of global importance is necessary to consider (Fedorov, Sedykh, & Mialkina, 2019). However, they are not easy to do (Lafuente-Ruiz-de-Sabando, Zorrilla, & Forcada, 2018).

As Karacabey, Ozdere and Bozkus (2019) state, the rapid globalization with the obscure boundaries among countries has affected the world of education. With such condition, to benefit from this globalization, universities respond the globalization with some selected strategies focusing on the emphasis of international or global dimensions and positions (Wit, 2013) such as making agreements and having collaborations both regionally and internationally (Jibeen & Khan, 2015).

The strategies selected are conducted through an internationalization process as a bridge to build international trust because internationalization is the highest stage in international relations carried out by universities. The internationalization of higher education has become one of the most prominent phenomena of policy, practice and research at universities. Through internationalization, universities can better gain international trust since trust is the key ingredient of teamwork (Kinicki & Fugate, 2012) and a glue for social togetherness (Leith, 2013). Hence,

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government or state support is very influential in the universities internationalization especially in terms of funding and policies (Horta 2009).

One of the strategies needed to build international trust is promotion. Promotion is a part of marketing that is known as the heart of a functioning organization, and promotion has an important role in achieving organizational goals or higher education goals (Kurtishi & Veseli, 2017). The broad meaning of promotion essentially covers all areas including the promotion of universities. The promotion of universities has been mentioned by Knight (1999) as one of universities' organizational strategies emphasizing the importance of integrating the international dimension into promotion to ensure that it is institutionalized.

The studies of internationalization in Higher Education in Indonesia were conducted by Sri Soejatminah (2009) and Esti Suyanti (2011). Soejatminah (2009) tried to reveal the challenges of globalization for Indonesian higher education by reviewing the relevant government documents and information in 50 university websites and other websites illustrating the internationalization carried out in Indonesian higher education. The result showed that Indonesian government had started and facilitated programs to support internationalization. But, in the institutional level, internationalization implementation still lacked. Suyanti (2011) tried to explore internationalization strategies in the field of research at Universitas Indonesia and Institut Pertanian Bogor. The data were obtained through documentation, interviews, and observations. The result showed that there was an awareness of internationalization (increasing culture and research climate) and the strategies conducted are increasing international publications by strengthening awareness of the internationalisation process, having senior administrative commitment, and planning for improving the quality of research and community service with the policy focus of fostering research quality especially international breakthrough research, managing and utilizing research results, and developing targeted research institutions. There was a training for the managers of national journals to be internationally standard by assisting and increasing the implementation of international research collaborations and periodic monitoring and evaluation (Suyanti, 2011).

Jenderal Soedirman University (Unsoed) firstly implemented the internationalization with the establishment of the Alumni Affairs and International Relations Office (AIRO) in 2010. In 2014, the AIRO office was revitalized to become the International Relations Office (IRO). Then in 2015 IRO of Unsoed became a technical implementation unit related to International Services based on the regulation of the minister of Research and Higher Education no. 10 year 2016 concerning the organization and working procedures of Jenderal Soedirman University. Unsoed's International Relations Office (IRO) is a unit under the coordination of the vice rector for Planning, Cooperation, and Public Relations. In Indonesia, the implementation of internationalization is based on the regulation of the minister of Education and Culture No. 14 year 2014 concerning the cooperation in Indonesian higher education. The cooperation aims to increase effectiveness, efficiency, productivity, creativity, innovation, quality, and relevance of the implementation of *Tridharma* (education, research, and community service) to improve competitiveness.

Literature Review

Strategy

Strategy has historically been considered as a plan of action. However, there has never been a single and definite strategy definition. Strategy comes from the ancient Greek *stratos* which is the term for army and in military terms. It refers to 'generals' actions. Strategy means planning to destroy the enemy by using resources effectively (Athapaththu, 2016).

Eventhough the concept of strategy has been used in the military context, there are many definitions of strategy. Commonly, strategy is defined as a plan (Athapaththu, 2016; Ritson, 2013). However, Bryson (2004) defines strategy as patterns, programs, policies, decisions, actions, or resource allocations. The different definition of strategy is also stated by Ireland, Hoskisson, and Hitt (2013). They state that strategy is a set of commitments and actions which are integrated, coordinated, and designed for exploiting core competencies and gaining competitive advantages. Many authors refer their definition of strategy to Mintzberg, Ahlstrand, & Lampel (1998) who define strategy as an intended plan, realized pattern, perspective, position, and ploy.

Thus, the meaning of strategy in the context of higher education institutions is the efforts of higher education institutions in the form of plans, actions, and tactics to achieve goals. The plan can be a statement of vision, goals, and expectations to achieve. The pattern of action can be in the form of programs and activities carried out in an effort to achieve goals. The tactic is the effort made to achieve goals and position institutions with certain characteristics.

Internationalization

Internationalization cannot be separated from globalization in education. Globalization and internationalization are viewed as interrelated concepts because globalization can be considered as a catalyst while internationalization is a proactive response (Knight, 1999). Globalization is presented as a process influencing internationalization because

internationalization is changing the world of education and globalization is changing the world of internationalization (Knight, 2003, p. 3)

The internationalization of higher education has developed more and more mature and has become increasingly important, complex, debatable, even misunderstood. However, internationalization is wrong if it is put forward to describe everything related to the long distance, intercultural, global, or international world. Thus, internationalization can lose its meaning and direction as mentioned by Knight (Knight, 2011) regarding the five myths of higher education internationalization, namely foreign students as agents of internationalization, international reputation for quality benchmarks, international accreditation, international institutional agreements, and Global Branding (Knight, 2011, p. 14). The same thing has also been expressed by Wit (2017) related to Nine Misconceptions in internationalization of higher education. The nine misconceptions revealed and internationalization should be a more integral process-based approach aimed at better quality education and student competencies.

Knight initially defines internationalization as the process of integrating an international or intercultural dimension into the teaching, research, and service functions of the institution, but later she defines it more comprehensively as the process of integrating an international, intercultural or global dimension into the purpose, functions or delivery of post-secondary education (Knight, 2003, p. 2). Different from Knight, Heriansyah (2014) states that internationalization is a process of transition from micro-context that is a bilateral relationship to macro-context or multilateral relationship.

Haan (2014) has compiled the shift of internationalization meaning in 1992 as activities, 1994 as process, 1995 as a defined feature, 1997 as systematic efforts, 1998 as strategic management, 2002 as changing process, 2003 as a process, and 2004 as changing process. He, then, mentions three stages in the development of the term internationalization, namely:

- A shift from an activity-focused perspective to a strategy-focused perspective.
- An extension from the institutional level to the sector/national/regional level.
- A development from the fragmented studies from a diversified perspective to a synthetic view of internationalization

Thus, internationalization in higher education institutions is a process of intermingling between international, intercultural, and global dimensions into goals and practices with specific strategies carried out by those institutions.

Promotion

Promotion is basically a means of communication between the seller and buyer (Demiray, Nagy, & Yilmaz, 2007). However, in a broader meaning, promotion is a process of communication between companies and customers to increase sales of products and services (Novak, 2011). This process is potential and includes all communication instruments that can send messages to the target group of consumers (individuals, groups, or organizations), to facilitate the information exchange, and to convince one or more target groups to receive their products including advertising, public relations, personal selling, publicity, and sales.

There are several Universities' promotional strategies. Novak (2011) mentions publicity or publication of positive information about institutional products and services in the media as an effective strategy in attracting students. The media use as the promotion instrument is the internet such as websites and social media. The social media is proving to be an unlimited instrument resource for Universities to get closer to their environment. Moreover, accounts on social networks are also useful for maintaining relationships with alumni and for creating alumni communities as important instruments of promotion. This is because prospective students often seek information within the Alumni community.

Kurtishi & Veseli (2017) conducted a survey using stratified random sampling of 8 universities from various regions in the Republic of Macedonia. Based on the results of their research, "hearings" are the main strategy affecting the students registration continued by direct marketing, university websites, debates and forums, and other strategies. Hence, promotion in higher education institution is an effort to influence others to be able to accept ideas, products, or services provided by the institutions with good communication.

Methodology

Design

This design of this research is a case study referred to the model of a case study by Robert K. Yin (2014). This study implemented a holistically single case study with an explanatory analysis. In doing the research, some steps were applied. *First* is reviewing articles related to the topic of study for the preparation, *second* is reviewing related concepts in literature review to sharpen the initial views about the study, data sources, and methods, *third* is making an initial research question before the fieldwork first, *forth* is making a research design that was adapted to conditions in the

field, *fifth* is conducting actual fieldwork by following the steps in the data collection method, and the *last* is analyzing the data and drawing conclusions.

Research Question and Goal

The research question of this study is what the university's effective promotion strategies are in building international trust and it aims to elaborate the university's effective promotion strategies as in building international trust. The researcher expected that this research would be useful theoretically and practically. Theoretically, the results of this study can be used as a reference related to the Higher Education Management especially the promotion strategies in higher education in building international trust. Practically, this research would be useful to improve the productivity of the implementation of Higher Education Management effectively and efficiently, especially in the implementation of promotion strategies in higher education with the principle of transferability.

Data Collection

Jenderal Soedirman University (Unsoed) of Central Java, Indonesia was chosen as the research site. Jenderal Soedirman University or Universitas Jenderal Soedirman (Unsoed) of in Central Java, Indonesia is located in Banyumas district and close to the districts of Cilacap and Purbalingga in Central Java, Indonesia with lots of natural resources to explore. It has a vision of being a globally recognized university in the sustainable rural development and local wisdoms. In building international trust, this characteristic is emphasized for the achievement of its long-term vision.

This study has three techniques of the data collection including interviews, observations, and documentation. The in-depth interviews were conducted semi-structurally to 10 relevant informants by using an interview protocol. The observations were done 4 times in the Report of International Community Service in 2018, in the BIPA (Indonesian Language for Foreigners) class at International Relations Office (IRO), in the 2019 Unsoed's expo, and in the international class of economic and business faculty focusing the university promotion at the University. The observation implemented a moderate participation. The observation was unstructured because the main technique of this study is interview. Some field notes were written to describe how the promotion strategies were implemented to build international trust including the place, actor, activity, time, and goal. The last is documentation. The documents used in this study were the strategic plan of Unsoed (2015-2018), the annual report of Unsoed (2018), the annual report of the Unsoed's rector (2018 and 2019), the accountability report of IRO (2018), the annual report of economic and business faculty of Unsoed (2018), and the website and social media of Unsoed.

Validation and Reliability

To validate the data, this study used the method of credibility, dependability, and confirmability. For the credibility, this research was conducted from September 2018 until November 2019. Reading book references, research results, and documentation related to the findings was done to increase the credibility. Moreover, there was the triangulation of the data collection techniques using interviews, observations, and documentation. For the dependability, this study was audited by two supervisors that checked the process from the beginning until the results were found out and analyzed. For the confirmability, this study has been conducted by using various techniques of data collection, and has been consulted to two supervisors. The result of this study is transferable for the universities by implementing the promotion strategies of Unsoed and their readiness in the promotion to build international trust.

Analyzing Data

The data were analyzed before entering the field, during entering the field, and after completing entering the field. *First* is data compilation. At this stage, the field notes, interview transcripts, and related documents made into a database were compiled and sorted. *Second* is disassembling data. In this process, the classification and coding of data were conducted repeatedly. *Third* is reassembling data. This stage is the clustering of previous codes so as to form a substantive theme to reorganize data fragments intended to find meaningful patterns and provide the possibility of drawing conclusions and providing action. *Forth* is data interpretation. This stage was the interpretation of the data that had been reassembled in the form of new narratives. The last is concluding remarks. In making the conclusion, the developing inter-subjectivity was conducted for the objectivity.

Findings / Results

The result shows that Unsoed implemented several promotion strategies to build international trust. Here is the image of the promotion strategies implemented by Jenderal Soedirman University (Unsoed) in Central Java, Indonesia.

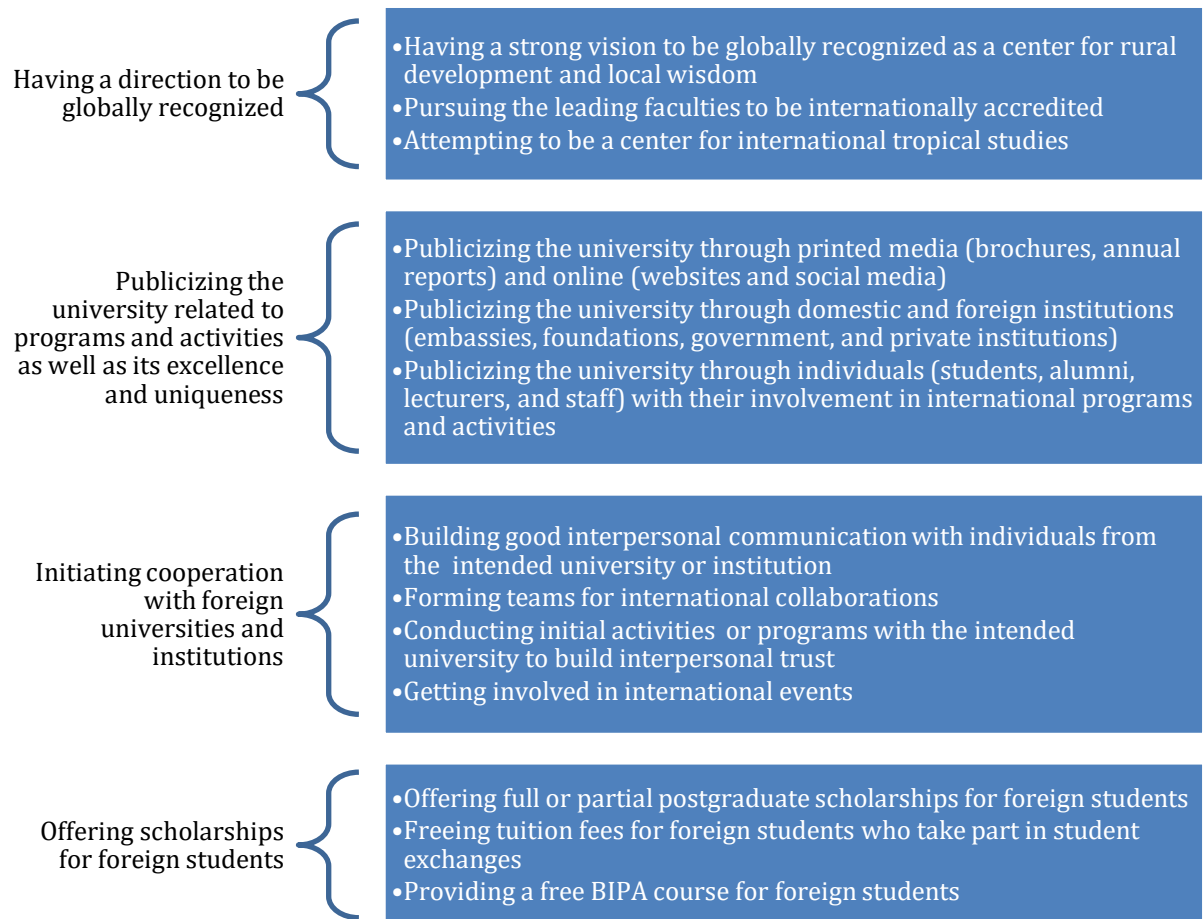


Figure 1 : Promotion Strategies to build international trust in Jendral Soedirman University, Central Java, Indonesia

There are four strategies based on the image above. The first is having a direction to be globally recognized. As stated in the strategic plan of Unsoed, the university has a long term vision to be recognized worldwide as a center for rural development and local wisdom in 2034. This vision has the same line with the vision of faculty, study programs, and its units. ER, the head of International relations office (IRO) also mentioned:

We start from this being the mandate of the University in its vision that 2034 is recognized worldwide as a center for rural development and local wisdom.

Several faculties at Unsoed have been accredited A nationally, therefore faculties that have been accredited A at the national level are trying to be internationally accredited in Asia Pacific. For example, the faculty of Economics and Business of Unsoed is preparing to be accredited by The Alliance on Business Education and Scholarship 21 (ABEST 21) which has the mission to advance education in business schools on a global basis by encouraging the mutual cooperation among its member institutions. IQ, the rector of Unsoed 2015-2018 said: *“Those that have been accredited A continues to apply for international accreditation.”* Unsoed has the advantage of a strategic area located in the condition of a complete bio region close to the primary forest and the peak of Slamet mountain, the clear water ecosystem (the Serayu river and its offspring), and close to mangroves and the coast. This condition can attract foreign people to conduct tropical studies especially for Europeans who have research centers of tropical regions. IM, the head of Biology faculty said:

The advantage is that we are in the condition of the bio region which starts at an altitude of the peak of Selamet around 3000s to the Mangrove in Cilacap. That's a very specific and complete bio region.

The first vice rector of Unsoed, AS, also said: *“We established the Doctoral Study Program ‘Sumber Daya Ternak Tropis’ (the Tropical Livestock Resources)”*

Second, Unsoed publicizes international programs, activities, and the university excellence. The publicity can be printed or via online. This publicity takes the form of the programs plan and international activities as well as reports on the results of programs and activities that have been carried out.

ER, the head of IRO in 2019 stated:

For the promotion, first is through website, via embassy or via the attaché. And we have a link, we inform the program in the university, whether it's a scholarship, summer camp, or something else. through the Indonesian Embassy website, including social media such as Facebook, Instagram and Twitter for promotions. We also use alumni or foreign students here. So this is quite effective.

The information on international programs and activities that will or have been carried out were announced through websites, social media, students and alumni (foreign and local) who had participated in international programs and activities, lecturers (foreign and local) who were participating or have participated international programs or activities, and staff (foreign and local) who are currently or have participated in international programs or activities. Information conveyed by students, alumni, lecturers, and also staff both local and foreign who were participating or have participated in international programs and activities were quite effective in helping the university to promote. Matters that need to be published were not only international programs and activities but also informed the university's position nationally and internationally and the uniqueness of Unsoed.

The revitalization of the website with attractive appearance was also needed because website is the main reference for everyone to find out about Unsoed. This was acknowledged by AI (the dean of the Faculty of Economics and Business), AG (the head of the international program of FEB of Unsoed), and several foreign students who received a scholarship at Unsoed. They found out about Unsoed through the website.

AG, the head of Economic and Business faculty's international program also mentioned the publicity through brochure and annual report with high quality prints and designs. He said:

The quality of our brochure is not with cheap paper. It's kind of like building an image too. You see our annual report. Not a bad report.

Third, Unsoed initiated and developed cooperation or collaboration with universities and foreign institutions related to education, research and publication, and community service. SY, the head of Unsoed's International Relations Office (IRO) year 2015-2018 mentioned the importance of research collaboration to continue and improve and NRM, the head of publication division in the center of Research and Community Service of Unsoed, said that Unsoed had collaborated with Scopus indexed journals such as Biotropia and Hayati. To initiate and develop the collaboration, there was *Tim Kerjasama Luar Negeri* or KLN (a Collaboration Team for Foreign Affairs). This team consisted of graduates from abroad, especially alumni of the intended university to oversee international activities that have been planned in the field. This was stated by AR, the head of Agriculture Faculty as follows:

I gathered my friends who are the alumni both masters and PhDs from university abroad. Whatever the name is, I want to make a team to take care of foreign matters.

The key to the initiation of cooperation was initially personal contact between individuals, such as an Unsoed lecturer with someone from the intended institution. HR, the head of academic division in Medical faculty of Unsoed stated:

I think the main key is a relation. There are lecturers here who study there and have quite good relations there. Initially it might be telling the conditions here, so that makes people there interested.

Formerly, the lecturer was a student of the intended university by making initial activities such as joint research. Then, there was a good relationship and trust between individuals and rose to a higher level -the faculty and the university. Thus, building good interpersonal communication with individuals from the university or the intended institution is also effective in the promotion of Unsoed. KR, one of the collaboration team member said:

From personal contact we can also start by conducting research together, then more trust arises and upgrades to a student exchange and maybe the lecturer exchange like today here.

In the collaboration, Unsoed was active to be involved in international events as said by SY, the head of IRO in 2015-2018. He said:

In practice, we involve ourselves in every activity that we have, with correspondence, then we know well. So the partnership is built. Every time they have an event we are invited. We are told via email.

The last, Unsoed offered scholarships for foreign students. This scholarship was divided into full and partial scholarships. This scholarship offer was limited to postgraduate students. AS, the first vice rector stated:

There are nine doctorate students funded by Unsoed now including Sudan. For the internationalization program, there is a scholarship program but the form is tuition free.

AG also said:

We have many doctorate students from abroad because there are scholarships. Some are full scholarships covering all cost including the living cost and some are partial scholarships covering only tuition fees.

Full scholarship means that the scholarship is given with free tuition and living expenses, and partial scholarship is a scholarship in the form of a mere tuition waiver. Partial scholarships were given to foreign students who took part in the student exchanges. The other scholarship is stated by AG. He stated:

Something unique we give to foreigners is the quality of service and education, for example Indonesian (language). So, if they are here, they have free BIPA. We give them special service.

So, the foreign students have free BIPA in their course. The students joining the free BIPA are those who got Darmasiswa scholarship and foreign students from various faculties in Unsoed.

Discussion

Having a direction to be globally recognized

The direction to be globally recognized, first, is realized in plans and efforts in the form of a university vision. The vision statement is very important and is needed as the direction of the institution in the future because vision is the key to organizational success (Bryson, 2004) and without the vision university stakeholders do not acknowledge how to fulfill the mission of the university. In fact, a vision statement is very influential on the institution effectiveness (Welch, 2012). Unsoed's vision is to be a center for rural development and local wisdom. Comparing to a university in Indonesia which has the same cluster as Unsoed that is the state University of Surakarta or *Universitas Negeri Surakarta*, it has a vision to be a center for the development of superior science, technology, and art at the international level based on the noble values of national culture. These two visions are the same because they mention both international and local aspect. However, unsoed is more focusing on the rural development which is a kind of uniqueness Unsoed has and as mentioned in the findings, some collaborations were initiated because of the uniqueness focusing on rural development.

Second, the university strove for the leading faculties to be internationally accredited. Getting accreditation with the best result is the expectation of every university and international accreditation is a promotion force as done at universities including in the United Arab Emirates as Alsharari (2018) mentioned because International accreditation is the recognition of minimum standards so universities try to seek accreditation (Alsharari, 2018). Alsharari also revealed that before applying for international accreditation, university self-analysis must be carried out comprehensively before selecting an accreditation institution to achieve its vision. For the international accreditation, Unsoed has just started to be internationally accredited. But, four study programs at UNS have obtained ASEAN University Network-Quality Assurance (AUN-QA) certification in 2018 and one study program has obtained an international accreditation from ABEST21. It means that, Unsoed should be able to immediately obtain international accreditations for its study programs. The international accreditation itself is seen as a quality assurance to ensure educational processes and keep it well maintained (Elzagheid, 2019).

Third, the university strove to become an international center for tropical studies. The effort to become a center for international tropical studies is in line with the university's vision and local wisdom so that it is appropriate that this step is in accordance with the institutional context as expressed by Knight (1999) that the strategy is implemented in accordance with its institutional, cultural and managerial context. According to (Rosenblit, 2011), one of the main strategies that universities can adopt is to show excellence in certain fields to be able to face competitive excellence. For example, in the faculty of animal science, there was a study related to tropical animal genetic, and in the faculty of medicine, there was a study related to tropical diseases.

Publicizing university programs and activities as well as university excellence and uniqueness

University publicity is important and can be conducted by providing positive information about institutional products and services through media (Novak, 2011) such as website, social media such as Twitter, and alumni communities sites. Unsoed has its own website –unsoed.ac.id. The international ranking agency of webometrics announced in 2019 the information openness and flexibility from institutional websites. In Indonesia, UNS got the seventh position while Unsoed got the twentieth position. It means that Unsoed still has to increase the openness and flexibility of the website since online media such as website is the information source for international community to access. The effort to revitalize Unsoed's website and its faculties' websites is appreciated to be able to build and maintain international trust.

Initiating collaboration with foreign universities and institutions

Collaboration initiation is carried out prior to further collaboration and is bound by a Memorandum of Understanding (MOU). The most basic step is to build good interpersonal communication with individuals from the university or the intended institution and interpersonal communication is built initially with personal contact as one of the entry points at the beginning. It is because promotion is actually an element of the communication process by exchanging information messages continuously and informing institutions with a wider environment (Novak, 2011). Wheeler (2012) also reveals that interpersonal communication that can quickly build trust is interpersonal communication dynamics. However, in the context of universities that are initiating foreign cooperation, interpersonal communication

requires interpersonal chemistry that leads to a condition of embedded trust. This is in line with the statement of one of the members of the Team of International Collaboration Affairs that after personal contact there is usually a trust that can later be continued to the institutional trust.

The initiation of collaboration by forming the team essentially can more quickly build institutional trust between two universities. This skill of communication at this point is very important to consider because individual trust can develop into institutional trust even inter institutional trust. Once the individual trust losts, the promotion of university to gain international trust can fail. So that is why, the initiation of collaboration before Memorandum of Understanding (MOU) can be done to know each other. The initial programs or activities can be in the form of mutual visits or joint research and the Unsoed academic community is also supported and facilitated to be able to engage in international events. Here, there must be an internal coordination and consolidation among the individuals and the related units or divisions.

The opportunity to promote Unsoed is widely open in the involvement of its delegates in these events. Participating in an educational fair is one of the activities that can be followed to communicate with prospective students. In Australia, it is very common for higher education institutions to advertise and promote their universities by attending promotional events in the world (Demiray et al., 2007).

Offering Scholarships for Foreign Students

Offering scholarships for foreign students is an effort to promote the university by increasing inbound students so that they are interested and feel comfortable studying at Unsoed. Thus, they can get to know Unsoed, trust, and can introduce Unsoed to international community. Increased inbound and outbound flows can show that the university can be trusted by international audiences because International student mobility is an important cornerstone of internationalization around the world (MacEachern & Yun, 2017). In addition, providing more scholarships for foreign students is necessary to increase international trust through inbound students although it is costly. However, it is one of the factors of student interests to enroll to university.

Conclusion

In conclusion, effective promotion strategies are important for the university to build international trust. The university's direction to be globally recognized, having internationally accredited faculties, and being a centre for special studies are the strategies that show university's uniqueness and specialties that can attract international community. Publicizing its programs, activities, excellence, and uniqueness through printed or online media, foreign institutions, and individuals is a strategy to provide wide information to international community so that they can easily access the university. Initiating cooperation with foreign universities and institutions by building good interpersonal communication, forming teams for international affairs, initiating activities or programs before MOU, and getting involved in international events is important to know each university and can build the bonding. The last, offering scholarships for foreign students that can be partial or full is applied to increase the students inbound so that they know more about the university and can promote it to their community.

Suggestions

This study is limited to a university that is Jenderal Soedirman University. It only discusses the internationalization process related to promotion. Hence, there should be further studies related to the strategies concerning education, research and publication, and community service. The promotion strategies could vary among universities. The studies related to how effective are the strategies should be conducted and the study of the international trust forms needs to be deeply discussed. The result of this study should be helpful for other universities which need to promote their institutions to build international trust. However, some consideration is applied such as the readiness of the university to use those strategies including economic, social, political, and cultural readiness. Before implementing those strategies, the universities should have nationally recognized and reputable. Moreover, they should have commitment to internationally or globally recognized in documents such as institutional strategic plans. The provision of standardized facilities for foreign students, lecturers, or staffs is important as well. The internal consolidation and coordination even good university culture must always be developed for the succesful strategies to be implemented.

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Appendix*The interview protocol*

1. What are the Unsoed's effective promotion strategies in building international trust?
2. In relation to Unsoed's direction for being globally recognized, what are the Unsoed's effective promotion strategies and how to implement them?
3. In the promotion concerning with publicity, what are the effective strategies Unsoed has implemented? How are they implemented?
4. In establishing, enhancing, and expanding international collaboration, what specific promotional strategies did Unsoed use? How are they implemented?
5. Related to the scholarships offer, what are the effective promotion strategies used and how are they implemented?