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STRATEGY OF RAISING ALUMNI DONATIONS: AN ALTERNATIVE FOR FINANCING A HIGHER EDUCATION

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ABSTRACTS

This research aims to describe the strategy of raising alumni donation in a higher education. A higher education for the developed countries has a big and important role, not only in producing competent graduates in their fields but also as the driving force for the development of economy and civilization. The government has an interest and encourages a higher education to play more role. Therefore, the government issues a policy related to the autonomy of higher education which is known university with status of legal entity. University of Indonesia is one of the universities that has the status. Consequence of the status is subsidy cuts. To overcome the problem, University of Indonesia looks for one of new sources which is alumni donation. The method used in this research is descriptive-qualitative. Collecting data uses the techniques of observation, interview, and documentation study. The result of research indicates that decisions taken by University of Indonesia as legal entity state university are strategic innovative, and attractive including the change of structure, innovation of programs, classification of alumni, and non-money donation.

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A. INTRODUCTION

Higher education institutions such as universities, institutes, colleges and so on everywhere are currently facing extraordinary challenges and demands along with the ongoing changes that surround this world. Some indications of this reality are such as the tendency for future changes that are difficult to predict, increasingly tight competition, rapid technological advances, and increasingly widespread globalization (Suyanto 2006). This condition forces higher education institutions to make adaptive efforts such as transforming, restructuring or reinventing which in Indonesia then developed the term higher education institutions with the status of Legal Entities and Public Service Agencies (Duderstadt 2000).

Higher education plays an important role in building the economy and advancing civilization (Pisarska 2020). However, to realize these ideals, higher education, both state and private, are faced with problems, such as: reduced public funding, financial crisis, and globalization (Iskhakova, Hoffmann, and Hilbert 2017; Kelchen 2022). The availability of sufficient budget is needed by higher education institutions to improve quality (Mora and Villarreal 1996). On the one hand, higher education institutions are faced with demands to continue to improve educational services (Duderstadt 2000), provide broad access to the community, while on the other hand they are faced with significant operational costs, reduced budgets (Francioni et al. 2021), increasing competition (Thompson and Burnett 2019), decreasing public support and investment in higher education (Fleming 2019)

To overcome these problems, universities are required to find alternative sources of new funding. These sources can come from: local government, private sector, corporations, grants and cooperation contracts with external parties (Pisarska 2020), alumni (Francioni et al. 2021) and others. Alumni are potentials that provide many benefits to universities in the form of access to philanthropy, industry collaboration, university marketing and promotion (Dollinger, Arkoudis, and Marangell 2019) and are very meaningful to universities (Snijders et al. 2019). These sources of funding can also be a significant determinant factor for the long-term success of institutions (Cunningham and Cochi-Ficano 2002). By increasing sources of funding, institutions can improve educational services to students which has an impact on improving the quality of graduates, fund research which has an impact on improving the quality of research results, conduct training for its human resources and so on which ultimately has an impact on increasing the reputation of institutions at the global level.

Alumni donations and others are predicted to be one of the sources of funding for universities in the future (Fischer, 2012). Alumni donations have their own characteristics that distinguish them from other institutions outside of educational institutions. Alumni donations became the highest source of charitable support for universities in the early 1970s & 1980s, reaching 25 percent of total donations. While in 1998 it increased by 30 percent from 27 percent in 1993. This gives the impression that alumni donations to universities continue to increase. Even according to Leslie & Ramey, "one dollar of alumni donation is very important for institutions in obtaining opportunities for excellence and elements of strength that distinguish one institution from another" (Fischer, 2012).

Research discussing alumni donations in Indonesia is still rare, it can even be said that there is none. Some studies on alumni include: Ismatullah & Jafar Adrian(

2021) on the implementation of prototypes in designing a web-based alumni family association information system; Romadhoni et al., (2015) on the implementation of the waterfall model in the development of the SMKN 1 Jenangan Panorogo alumni information system and Kirana & Wahdaniyah (2018) on the implementation of mobile application-based alumni applications.

Alumni donation collection by universities has long been carried out professionally and has become a tradition in America since 1792 (Valtins et al. 2020), even Johns Hopkins University became as big as it is today thanks to the donation of successful alumni, namely Michael Bloomberg, amounting to 1.1 billion dollars (Faria, Mixon, and Upadhyaya 2019). A strong alumni culture has been well consolidated in America and England. Meanwhile, what is happening in several European countries is that they are still in the phase of building the foundations for this culture which leads to the development of more professional alumni management (Pedro, Mendes, and Pereira 2021; Kužnar and Žukowska 2020). Therefore, the presence of a unit or institution that specifically handles alumni affairs is very important and through it a collaboration system will be built between alumni and their alma mater so that it is easier for alumni to contribute and provide opportunities to stay connected (Anthony 2020).

There are three motivations for alumni to donate to their alma mater: 1. altruism: driven by a sense of responsibility and social obligation (Bai and Prompanyo 2020), 2. reciprocity: driven by the benefits obtained from the assistance provided, and 3. direct benefits: there are direct benefits from what is given (Weerts and Cabrera 2017). The form of donations given by alumni can be in the form of money or not. While alumni donations are generally used for: student scholarships, endowments, building construction, athletics and others (Anthony 2020; Faria, Mixon, and Upadhyaya 2019).

Meanwhile, to increase future alumni donation income from students currently studying, (Dean and Graeme McLean 2021; Freeland, Spenner, and McCalmon 2015) have the same conclusion that the experience gained by students during college influences the opportunity to donate after graduating or becoming alumni. Dean & McLean further mention other factors, such as: student-centered pedagogy, career and aspirations as the main factors, while satisfaction, skills and social experiences at university as additional factors.

Meanwhile, according to (Wang 2018), there are four factors that influence alumni to donate, namely: the financial ability of alumni to donate, the relationship between alumni and their alma mater, alumni experience at their alma mater, and expectations of benefits in the form of convenience for their children to continue their studies.

Some of the explanations above indicate that the existence and role of alumni for universities are very important, not only related to donations, but also further related to promoting their alma mater, providing informative and reflective input on learning based on their experiences as students, sharing professional experiences with students who are still active through guest lectures (Cownie and Gallo 2021).

For this reason, universities need to take steps that are considered important, such as relationship marketing to gain knowledge about the needs and expectations of alumni to maintain long-term relationships based on loyalty (Pedro, Pereira, and Carrasqueira 2018).

Universities in Indonesia experience the same thing related to financing problems as universities abroad also face. The search for alternative sources of new financing other than student tuition fees continues to be pursued. One source of financing that is currently receiving attention from many universities in Indonesia is the source of financing from alumni. So what efforts are made by the University of Indonesia in raising alumni donations?

B. METHOD

In this study, a descriptive method with a qualitative approach is chosen to intend to objectively and scientifically expose empirical fact based on scientific and logic and procedures and supported by firm methodologies and theories in accordance with the scientific discipline being applied.

The researcher chooses the informants by employing the non-probability sampling technique, which gives each member of the population an equal opportunity to be chosen. Purposive sampling, or the sampling of data sources with particular considerations, is used to choose the informants, and it entails choosing those who are thought to be the most knowledgeable about the needs of what is researched.

The scope of this research is limited only to around actions the directorate of career development and alumni relation in raising alumni donation for last two years. The director of career development and alumni relation has the full responsibility and direct role in deciding the strategy of alumni donation raising. the directorate implements. Direct interviews took data collection with a focus on the direction of policy. The researcher analyses the data by collecting data that was presented in detail; then, the researcher reduced the data by taking essential points from the interviews and drawing conclusions. Data collection techniques in three ways, namely observation, interviews, and documentation study. In the observation technique, researchers observed directly to the office of directorate to know the atmosphere of workplace in which the policy related to strategy of raising alumni donation resulted. Documentation study is done to complete and support data obtained through the other two techniques. In the data analysis technique, researcher used the steps of data reduction, presentation, and conclusion from three data collection technique where conclusions can be made (Mulyadi 2016).

C. RESULT AND DISCUSSION

As a large university, the University of Indonesia views alumni as one of the sources that can generate funds. For this reason, a strategy is needed that can increase alumni contributions by developing interesting, creative and innovative programs with the number of alumni recorded to date of approximately 300,000 alumni.

The Change Of Structure

In order for the role of the organ or unit responsible for alumni affairs to be optimal and to work well, UI took a strategic step by structuring its organizational structure. Therefore, in 2007, UI formed its own Alumni Relations Directorate. Previously, alumni affairs in the organizational structure were combined with student affairs and were under the Vice Rector III. Along the way, student affairs that took up so much time caused alumni affairs to be poorly handled and could not be managed properly. This is as stated by the Director of Alumni Relations:

“...Alumni issues are still combined with student issues under the control of Vice Rector 3. However, in the current rector's term, alumni issues are handled independently in a directorate called the alumni relations directorate. This is because in the previous term many alumni affairs could not be handled properly because student issues had also taken up a lot of time and energy with the number of UI students reaching almost 40 thousand...”

The connection between organizational structure and strategy is essential for a company's success. Business strategy sets a long-term vision for reaching its objectives, which needs to be backed by a strong organizational framework that clarifies roles and tasks (Slavik, S., & Roby 2011). The way an organization is designed is key to aligning its structure with strategic goals, making it possible for the organization to adjust to new challenges and carry out its strategy effectively (Dubbs, N. L., & Mailman 2002). In addition, strategic planning is crucial for creating actionable plans that direct the organization towards its objectives, building engagement among stakeholders (Gelinas 2003). Nevertheless, as organizations grow, managing change becomes important to handle the complexities of adopting new strategies and structures, as many transformation efforts encounter major hurdles (Awad, R., Sherratt, S., & Jefferies 2013). Therefore, seamlessly combining strategy and structure, along with proper planning and change management, is essential for gaining competitive edges and achieving enduring success.

The Innovation Of Programs

Another strategic step taken is to keep the Alumni Relations Directorate building and the Student Affairs Directorate building under one roof to facilitate coordination. The function of the Alumni Relations Directorate is to maintain alumni relations with the campus. Various activities are held to make them happy and proud and to relieve longing for old friends. In 2008, UI held a large reunion event "Homecoming Day" which successfully attracted alumni from the 1950s to 2000s. As a result, a holistic relationship with alumni can be built, where one of the goals is to mobilize the potential of the best intra-campus relations in the country and the best resources in their fields, which come from none other than the alumni themselves.

As is done by many universities both at home and abroad, alumni affairs are seen as a very potential opportunity in obtaining donations in order to help their alma mater realize its ideals of becoming a world-class research university that needs to be supported by adequate finances, the use of which includes creating quality teaching, producing superior research, building modern facilities and so on.

After the arrangement was made, it was followed by other strategic steps taken by the Director of Alumni Relations in the form of creative and innovative programs related to alumni which are expected to maintain and foster alumni loyalty to their alma mater and even continue to increase.

Table 1. Names of Programs/Activities

No.	Programs/Activities	Information
1	Alumni card issuance	in collaboration with banks, it functions as an identity and has economic value
2	Homecoming day	Directorate as organizer and university level

3	Print/online media publishing	Media for delivering information to alumni
4	Alumni charter	Given at graduation as a form of attention and to foster pride
5	Email account	Senior alumni who can access
6	Sport tournament	Media to strengthen ties between alumni
7	Music concert	Concert where alumni are the organizers
8	Training of soft skill	Given to new alumni for readiness to enter the world of work

Source: Document of Directorate of Alumni Relation

Related to programs held by UI in raising alumni donation, still much chance to develop toward variative, innovative and attractive ones, as Giving alumni to colleges involves satisfying one another's needs. Therefore, it is necessary to build an exchange structure in which alumni supply donations and vice versa, institutions provide recognition to donors. Among these forms of recognition, namely: being able to give car stickers, include their names in a program or newsletter, invite them to a reception, give them tickets for sporting events, make scholarship names or even buildings in their name (Harrison, Mitchell, and Peterson 1995).

Morrill (1983) adds, regarding alumni donation raising, there are two things that need to be considered: first, the need for inspiration, maintenance & development of interests and support for alumni. Because these things do not appear inherently by themselves, like the educational process itself and they are also not the goals and outcomes of higher education in the history of the world of higher education. Second, the importance of understanding the particularly beneficial and non-profitable effects of "alumni incubation & maintenance" in order to reveal whether they are still as operative and effective as in the past, to assess current values, and to plan consciously towards their encouragement and which is not as part of the institutional program.

Further according to Harrison et al.,(1995), what motivation alumni gives donation an institution should know in which there are three, namely: *First*, altruism, giving alumni to institutions because they are driven by a sense of responsibility and social obligation to provide something in the form of goods or services to the community collectively, and strengthened by a sense of loyalty and empathy for the institution. *Second* is reciprocity, giving alumni to institutions because they are motivated by the benefits obtained from the assistance provided in the form of potential return. *Third*, direct benefits, giving alumni to institutions because it is expected that there will be direct benefits from what is given, such as increasing the reputation of the institution, privileges or special privileges obtained by alumni donors which can be negotiated, such as including the name of the alumni donor in the institution's publications or appearing in the charter, special rooms, laboratories and buildings as a form of public recognition.

The Classification Of Alumni

Alumni at the University of Indonesia are classified into two, namely new alumni and old alumni. New alumni are those who have just graduated or fresh graduates. While old alumni are those who have finished a long time ago. This classification affects the treatment given by the university. One of the units under the alumni relations directorate is the career development center. This unit organizes the "Online Job Fair Program", which collaborates with Jobstreet.Com Indonesia partners to make it easier for alumni to find work and convenience for CDC-UI partner institutions and companies that require HR and "UI Career and Scholarship Expo" (UI CSE) which facilitates new UI alumni to start their careers, both careers in the world of work and further education abroad.

Weerts & Ronco (2009) employs the classification to examine characteristics of alumni donors and non-donors at a research-extensive university. The purpose of a classification is to produce an accurate classifier and to uncover the predictive structure of the problem. Through classification, it uncovers about levels of giving that relates to household income, religious background, degree and venue in which the alumni keeps in touch with the campus, alumni beliefs about institutional needs, and the number of institutions competing for alumni gift dollars.

Related to classification of alumni, Hall (2005) states that the term alumni has two definitions which indicate classification. First, the definition of alumni is limited to those who are registered as students of an institution and have completed it. While the second definition, which is broader, is those who have been registered as students of an institution, whether they have completed it or not. The two definitions above are based on practices that occur in the field that there are higher education institutions such as universities, institutes and others that limit the storage of documents related to information for former students who attended lectures for a certain minimum period, some store documents for those who graduated only, some store documents for those who are graduates and who have been registered, some store documents for those who have registered, and some store documents for those who attended a particular institution at least last year.

The Non-Money Donation

Other alumni contributions are not in the form of money. But It is related to in the form of facilities and infrastructure on campus to support the operation and smooth running of education at UI, namely:

Tabel 2. Non-Money Donation From Alumni

No.	Form of Donation
1	Fencing of the UI Depok campus forest by the DKI Provincial Government through the efforts of UI Alumni who served there
2	Assistance to provide deer animals to be placed in the UI forest by the DKI Provincial Government through alumni efforts
3	Campus ambulance assistance from UI partner Jasa Raharja
4	Replanting selected trees in UI forests by PT Astra International through alumni who are leaders there
5	Assistance in completing the Employment Service Center and Online Job Exchange facilities by the Ministry of Manpower and Transmigration as CDC-UI support

- 6 Assistance in increasing the bandwidth capacity of UI Internet by UI partner companies led by UI alumni
- 7 Assistance with various facilities for the “Campus-Alumni Events” event from Trans TV which is led by UI alumni and also Metro TV by several alumni who work there.

Source: Document of Directorate of Alumni Relation

Weerts and Cabrera (2017) state that there are three forms of donations which is of altruism. Related to the this case, non-money donation is included to this one. Altruism is alumni giving to institutions that is driven by a sense of responsibility and social obligation to provide something in the form of goods or services to the community collectively, and is strengthened by a sense of loyalty and empathy for their institution. Reciprocity and direct benefits are the other ones. The first one is alumni giving to institutions because they are motivated by the benefits obtained from the assistance provided in the form of potential returns. The second one is alumni giving to institutions because they expect direct benefits from what is given, such as increasing the reputation of the institution, privileges or special rights obtained by alumni donors that can be negotiated, such as the inclusion of the name of the alumni donor in institutional publications or appearing on charters, special rooms, laboratories and buildings as a form of public recognition.

D. CONCLUSION

Strategy University of Indonesia as a legal entity state university makes related to raising alumni donation is innovative and visionary. Opportunities must be created, not awaited. Challenges must be faced, not avoided. A university as organization needs to be managed differently in response to the fast changes in the era of industrial revolution. One of the challenges a university faces is changes of policy in the level of government which has direct impact to state universities. A policy of autonomy in a higher education forces some universities to look for new sources to finance their operation which is for example alumni donation.

Donation of alumni can become one of new opportunities a university can earn. To be successful, a university can take steps as they are found in this research. The change of structure, innovation of programs, classification of alumni, and non-money donation are some steps that must be taken by a university. Besides the four, it may be still many ways or steps as strategy to raise alumni donation.

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