

**AN ANALYSIS OF THE CHALLENGES AND OBSTACLES OF THE  
DIRECTORATE OF COMMUNICATIONS IN SUPPORTING *UNIVERSITAS  
HASANUDDIN* TOWARDS A HUMANIVERSITY CAMPUS OF 2018–2022**

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The Directorate of Communications is one of the seven directorates within the *Universitas Hasanuddin* (UNHAS) scope. This Directorate has a strategic task, namely implementing governance policies for public communication and information services, as well as technical and administrative services in the protocol field in a proactive, effective and efficient manner. Generally, this work unit has many contacts with the external public of UNHAS. Through the sit-in student of Palu admission program since 2018, UNHAS, one of Indonesia's largest campuses, declared itself a *humanitarian-based campus* (humaniversity) that aims to expand its reach by contributing to every societal problem. The humaniversity concept promoted by UNHAS is one of the images that the academic community and external parties want to show, related to its consistency in being present as the front guard in helping every problem faced by society. It is also carried out in line with the active involvement of academics who participate in every social problem down to the student level. In order to support UNHAS's efforts to become a campus with a humanitarian concept, the Directorate of Communications is present as the front line with various strategic efforts. With human resources and the support of existing infrastructure, it is certainly not easy for the Directorate of Communications to make UNHAS a humanitarian-based campus without the support of other work units. This study used a case study approach, the *SWOT* (Strengths, Weaknesses, Opportunities, and Threats) analysis method, and two theories: organizational information theory and organizational culture theory. Sources of data were obtained from in-depth interviews and observations, as well as the study of documents obtained. The study results show that, in general, the main strength possessed by UNHAS was the excellent relations that were always built with the media. However, the affordability of national media still needed to be optimized since the campus area was outside the island of Java, which was also a different obstacle owned by the UNHAS Directorate of Communications. After all, there are great opportunities for UNHAS to support the concept of humaniversity, considering that UNHAS is the first to declare itself as a humanitarian-based campus.

**Keywords:** Universitas Hasanuddin (UNHAS), Humaniversity, Directorate of Communications, SWOT Analysis, Organizational Communication.

## I. Introduction

Communication is the process of conveying a message from one person to another. Communication informs or changes attitudes, opinions, or behavior, either verbally or indirectly, through the media. Communication serves as a means of interpreting the physical and social environment. Through communication, the adjustment occurs and relates to the environment, gaining membership and a sense of belonging to various social groups that influence it.

Communication is essential and must be considered in organizations or companies. Excellent or poor communication in a company can determine the institution's success. Some experts say that organizational communication is carried out within an organization or company with a clear structure and boundaries that each member understands.

Organizational communication exists to facilitate, implement, and expedite the organization's running. Koonzt (in Moekijat, 1993: 15-16), in a broader sense, states that organizational communication aims to make changes and influence actions toward company welfare.

Within the university's scope, organizational communication is vital in achieving organizational goals—the flow of information from someone with higher authority to someone with lower authority. Information moves from a position of lower authority to a higher authority. According to Pace & Faules (2001: 25), the application of organizational communication can provide a strong foundation for careers in management, human resource development, corporate communications, and other human-oriented organizational tasks. Organizational communication is an interrelated system of external and internal communications.

As one of the largest public universities in eastern Indonesia, ranked seventh nationally as the best Indonesian university and fourth in the *Liga PTN-BH* (the league of legal-based state universities), *Universitas Hasanuddin* (UNHAS) is indirectly required to maintain its quality, including its role in optimizing the *Tri Dharma Perguruan Tinggi* (the three primary responsibilities of a university).

In carrying out the various programs that have been made, the role of organizational communication is crucial to conform to the information obtained by all academics at UNHAS. The academic community, spread out in various work units from the institutional level to the faculties, knows the boundaries, duties, and responsibilities of each by applicable regulations.

The Directorate of Communications is one of the work units at UNHAS with an essential role in improving quality and image to the public in general. Article 46 of the UNHAS Rector Regulation No.8/UN4.1/2018 regarding the Organization and Working Procedures of UNHAS Managers states that this work unit is assigned to formulate and be responsible for the rector's secretariat governance policies, public information-communication services, as well as

technical and administrative in the field of protocol, proactively, effectively, and efficiently.

In the implementation, the duties function to implement governance policies of the rector's secretariat and university leaders, policies in the field of information management and public communication services, as well as the preparation, documentation, and distribution of information on university activities. In addition, it also includes institutional promotion activities to build understanding and a good image of the university for coordination, as well as technical guidance in the field of public communication services for units under the university. The Directorate of Communications has two sub-sections: Public Relations (PR) and Protocol.

Under this explanation, the Directorate of Communications is a part of the UNHAS organizational structure, which is heavily involved in the role of PR practitioners related to instilling, obtaining, and building understanding, trust, and appreciation from/the public of an agency, especially the general public. This work unit cannot be separated from its function as a bridge to connect with the public, one of the goals of which is to build good relations with the public. Therefore, various activities in this work unit have a vital role in the sustainability of UNHAS as a significant university organization.

The UNHAS' Directorate of Communications must be able to carry out organizational communication to convey intentions and policies to all owned public (external and internal), as well as absorb responses and follow up in the future to obtain adjustments to their environment. Of course, institutions, including UNHAS, will find it difficult to develop properly if they do not establish communication with the public.

Work units with a central position representing UNHAS to the general public are directly required to carry out good organizational communication management. Proper organizational communication is needed with the scope of duties and responsibilities that tend to intersect with the public. A leader and subordinates are required to be able to convey information correctly.

Since October 19, 2018, through accepting sit-in students of the disaster victims in Palu of Central Sulawesi, UNHAS has expressly declared and developed the concept of being a humaniversity campus that emphasizes humanist aspects that expand the reach of **contributing to humanity**. This concept is a commitment and an effort to equip UNHAS academics to continue to care and be involved in solving humanitarian problems in any region through various activities and concrete actions involving all elements within UNHAS.

The concept of humanity-based campus development (humaniversity) pioneered by UNHAS places human values and science at a balance point in the educational environment. It is an important idea and should be an example for other university. So far, only UNHAS has declared itself the leading campus in dealing with community issues through various platforms and opportunities.

Activities or contributions, as well as the role of the UNHAS academic community that runs and intersects with the external public within the scope of supporting the concept of humaniversity which is trying to be formed in the community, is one of the genuine efforts to provide direct service to the community. Identity as a humanist-based campus does not necessarily exist without the aim of encouraging graduates who not only have high

qualifications and are globally competitive. However, they have a human spirit and are present as the vanguard in providing solutions and helping with any problems that are felt by the community.

On every occasion, UNHAS always echoes the concept of humaniversity to academics, including alums. Thus, contributions to various community problems are carried out by various groups within the scope of UNHAS. The enthusiasm of the UNHAS humanitarian campus at every opportunity has always been necessary to convey to every circle, internally and externally. The hope is that all elements within the scope of UNHAS can move together to be at the forefront, namely to become a university that does not only exist as an ivory tower, yet can actualize human values in people's lives.

On an ongoing basis, UNHAS's commitment as a humanitarian-based campus is shown through various activities, such as UNHAS volunteers who intervene in helping victims of natural disasters in various parts of Indonesia. Not only contributing at the national level, but globally through concrete actions, such as helping conflicting countries by providing scholarships to study at UNHAS. At least several digital footprints can prove UNHAS' involvement in solving humanitarian problems in Indonesia and any region. The digital footprints are contained in various social media platforms such as Instagram, Facebook, Twitter, and other online media.

In every humanitarian issue, especially natural disasters, residents or alums are directly involved shortly after the incident, whose contributions have been tested in the field, domestically and abroad. There are always UNHAS residents or alums who go directly to help with community problems, including disasters. Following are some of UNHAS's contributions in demonstrating its commitment as a humanitarian-based campus (Source: Final Memory of Rector's Office, 2022):

1. Care for the Earthquake and Tsunami Natural Disasters in Palu,
2. Care for the Flash Flood Natural Disaster in Masamba,
3. Care for the Earthquake in West Sulawesi,
4. Care for Flash Floods in East Nusa Tenggara,
5. Implementation of Stunting Prevention,
6. Medical Team and Volunteers for Measles and Malnutrition Outbreak in Asmat,
7. Scholarships for students from conflict areas,
8. Establish a COVID-19 prevention task force,
9. Presenting a Quarantine Area during the COVID-19 pandemic,
10. Mass Vaccination,
11. Tuition Fee remission,
12. Etc.

The concept of humaniversity makes learning on campus not only aimed at achieving academic achievements, but also becoming a venue for forming students to become whole human beings. Human values are universal values attached to various sectors and fields of life, including development. Few are used to imaging development with representations of building

infrastructure, bridges, and other physical things. The actualization of university in developing *Tri Dharma Perguruan Tinggi* is reflected in the concept declared by UNHAS as a campus by prioritizing human aspects.

The position of the Directorate of Communications is vital to the success of UNHAS towards a humaniversity campus through various activities that lead to a general internal and external approach. One of the implementations of the activities of this work unit will determine the direction of the success of UNHAS as a humaniversity campus.

With its various activities, the Directorate of Communications of UNHAS needs to take advantage of various lines, positions, and inherent responsibilities to build public views regarding the concept of UNHAS as a humanist campus. With two work unit sub-sections owned, the Communication Directorate needs to build good organizational communication so that all information disseminated and received by UNHAS can be optimally managed.

It is hoped that the role of the Directorate of Communication in UNHAS's efforts to become a humaniversity campus will encourage and give confidence to the public that UNHAS is a university that exists as a problem-solving, and also becomes a particular enthusiasm for UNHAS academics to continue to be present as the frontline in various community problems. In addition, it also explains to the public that UNHAS consistently optimally carries out the concept of *Tri Dharma Perguruan Tinggi*; in this case, a community service; even declaring it under a large umbrella of humaniversity.

## II. Research Method

This study used a case study approach with the SWOT (Strengths, Weaknesses, Opportunities, and Threats) model analysis method. The SWOT approach identifies strengths, weaknesses, challenges, and opportunities. SWOT analysis analyzes internal and external factors to become a strategic step in optimizing a profitable business. By analyzing internal and external factors, an organization's Strengths, Weaknesses, Opportunities, and Threats will be determined. In this way, various possible alternative strategies can be determined.

This study used two theoretical approaches as reference materials: Organizational Information Theory and Organizational Culture Theory. Weick's organizational information theory is one way to explain how organizations make sense of confusing and ambiguous information. This theory focuses on the process of organizing organizational members to manage information rather than focusing on the organizational structure itself. Meanwhile, the theory of organizational culture was advanced by Clifford James Geertz, an American social anthropologist who has conducted extensive research on Indonesia and Morocco in the fields of religion (particularly Islam), economic development, traditional political structures, and village and family life. In general, an important component of organizational culture theory is communication performance. It is a metaphor that describes the symbolic process of understanding human behavior in organizations. The communication performance will result in the emergence of a unique organizational culture. Any member of the organization can carry out the performance.

Data sources came from direct interviews with internal and external sources,

observations, and document studies, to the deductive framework of qualitative research methods to help find answers from the research conducted. The research was conducted on the 8<sup>th</sup> floor of the UNHAS Rectorate Building at Jalan Perintis Kemerdekaan Km.10, Makassar City, South Sulawesi.

This study determined several informants based on a purposive sampling technique. Purposive sampling is a technique that determines certain criteria (Sugiyono, 2008). Purposive sampling, also known as judgmental or expert sampling, is a type of non-probability sampling. The main goal of purposive sampling is to produce a sample that logically represents the population. The researchers carried out this technique by determining the people to be selected based on certain criteria by adjusting the research objectives. The main criteria determined by the researcher were related to the research to be carried out, namely:

1. Understanding the implementation of various activities of the Directorate of Communications related to the UNHAS concept as a humanitarian campus.
2. Being actively involved in UNHAS activities that lead to humanitarian activities.
3. The highest party or stakeholder with a policy to support UNHAS towards a humanitarian campus.
4. External parties who feel the contribution of UNHAS as a humaniversity campus.

In collecting data, observations and in-depth interviews were conducted with selected informants. The data analysis results were carried out using the data approach from Miles and Huberman through several stages, namely data collection, data reduction, data presentation, and concluding.

### III. Research Results

In optimizing the efforts of the Directorate of Communications in encouraging UNHAS's efforts towards a humanitarian-based campus, of course, several elements were involved. There were various supporting and inhibiting factors in the tasks and responsibilities given. A SWOT analysis was conducted by interviewing the informants to find the supporting and inhibiting factors.

Identification of the factors in the four SWOT components was synthesized through the answers to the interview questions asked. The analysis began with identifying the internal environment (strengths & weaknesses) and the external environment (opportunities & threats). Based on the interviews conducted, then the results of the SWOT analysis were carried out as follows:

#### 1. Strength

In supporting UNHAS's efforts to become a humanity-based campus, the role of the Directorate of Communications is urgently needed as the front line in pushing UNHAS towards a humanitarian campus. Various proactive steps have been taken and developed into a major force that has impacted UNHAS as a humanitarian campus.

The following are some of the strengths possessed by the Directorate of



Communication in pushing UNHAS toward a humanitarian campus:

- Good Relations with the Media

Good relations with the media are a significant strength possessed by the Directorate of Communications. Approaches carried out on an ongoing basis have had a significant influence, including in various reports disseminated by UNHAS through the Public Relations and Public Information Sub-Section. Various information disseminated, especially related to humanitarian-based UNHAS activities, received a positive response from the media.

Many media contain and disseminate information on humanitarian activities carried out by UNHAS. UNHAS places the media as a strategic partner in disseminating various information on activities carried out by academics. UNHAS continues to build emotional relationships with media partners. It has been proven to be a strength that the Directorate of Communications continues to optimize.

In general, the Directorate of Communications continues to build good personal relationships with people in the media industry. Through technology, communication with the media is going well with the help of the WhatsApp group as a medium for intense communication carried out by the Directorate of Communications with journalists.

Building relationships with the media is essential (Darmastuti, 2012: 154). At least there are several reasons why this needs to be done by institutions or companies, including universities.

The facts show that 90% of the information sent by public relations practitioners to the mass media ends up in the trash can. This condition is unfortunate for public relations practitioners. There are various reasons why news sent to the mass media is rejected. It could be that the rejection was due to the writing made by public relations of less quality. Even worse, writing is often rejected by the mass media because they do not have a good relationship with the mass media. Based on this fact, a good relationship between public relations and the mass media is needed.

- Absolute Trust Given by Leaders

When the work environment changes rapidly, and the problems faced by companies are increasingly complex, companies no longer rely enough on the individual potential to complete their tasks (Drucker, 1998). For the team to have optimal performance, the precondition needed is the ability of team members to work together effectively. To work together, one of the critical elements is trust in other members and trust in the team itself (Shen & Chen, 2007). Working together in a team requires trust (Spector & Jones, 2004).

Trust from UNHAS leadership, namely the rector Prof Dr Dwia Aries Tina Pulubuhu MA, is one of the main handles for the Directorate of Communications to optimize the tasks and responsibilities given in managing information related to

UNHAS. Since Prof Dwia's leadership as a university rector, the management transformation of information management has continued to be improved, one of which is by establishing the Directorate of Communications which oversees two work units, Protocol and Public Relations & Information.

Gain complete trust in carrying out the duties and responsibilities given by the leadership of UNHAS in managing public information. Even so, the coordination process continues, especially if some issues or reports significantly impact UNHAS. Suggestions and directions from the leadership through communication continue to be well established. Thus, the information dissemination process has been carried out following what is expected by the leadership. Thus, the function of Public Relations as part of the Directorate of Communications takes place according to the responsibilities assigned.

Prof Dr Dwia Aries Tina Pulubuhu MA, the rector of UNHAS for the 2018-2022 period, said that all UNHAS reporting managed by the Directorate of Communications was effective. From the start, she said that she had given her complete trust to this work unit in managing public information and reporting about UNHAS, including all activities of the academic community related to the concept of UNHAS as a humaniversity campus.

According to Tyler (2003), trust in an organization becomes vital because there is a strong desire to understand how to create practical cooperation within the organization. Trust affects all relationships between individuals and groups of individuals.

Generally, a team has four structural components: roles, status, norms, and cohesiveness (Hackman, 1992 in Eom, 2009). Each team identifies itself with its role without confusion. It is what the Directorate of Communications has while carrying out the assigned duties and responsibilities. All team members entrust the tasks assigned to each other and help each other when the implementation of other members' tasks is not carried out optimally. The communication is carried out well. No high barriers between superiors and subordinates. However, they still respect each other.

- Leadership Coordination is Implemented Optimally up to the Study Program Level Coordination within an institution or company, including universities, is essential. The coordination process integrates goals and activities in separate units to achieve organizational goals efficiently and effectively.

In achieving an institution or company's goals, when the organization's leaders cannot implement good coordination, there will be chaos, disputes, or job vacancies, so organizational effectiveness is not achieved. The Directorate of Communications always strives to avoid this as much as possible.

UNHAS, as a multicampus spread across several regions in South Sulawesi, with 17 faculties consisting of 222 study programs at all levels, is a source of



information that UNHAS has through the various tri dharma activities it carries out. In order to gather various activities of the UNHAS academic community, especially in efforts to promote UNHAS as a humanity-based campus, coordination is one thing that receives special attention and, on an ongoing basis, continues to optimize.

All levels of leadership within the scope of UNHAS, on an ongoing basis, disseminate and report on various activities carried out, including the involvement of the academic community in supporting the concept of UNHAS as a humaniversity/humanitarian-based campus. Information received by the Director of Communications and the staff is responded to quickly and accurately by making press releases, then distributing it to journalists who are members of the WhatsApp group so that all activities down to the study program level are known to the Directorate of Communications.

Thanks to the available capacity support so far, the performance and reputation that UNHAS has been achieving can be realized in human resources, management, and facilities and infrastructure. This capacity will support the achievement of UNHAS's goals, strengthened by development activities that continue to be improved sustainably.

## 2. Weakness

In running an organization or institution, some things are not implemented optimally. Limitations or deficiencies in one of the resources or capabilities owned by the institution become evaluation material to maximize the vision and mission to be achieved through various strategic programs. UNHAS is no exception. Even though good planning has been carried out, several challenges and weaknesses are still trying to be appropriately implemented. There are several weaknesses that the Directorate of Communications has in supporting UNHAS's efforts as a humanitarian-based campus, as follows:

- The affordability of National Media is Less Optimal

As a campus outside Java, the reach of the national media is not optimal. Thus, sometimes there are several humanitarian activities carried out by UNHAS on a national scale that is rarely exposed directly by the national media. UNHAS national coverage is not optimal. It is, of course, a different weakness for UNHAS. Strategic efforts continue to be made so that various humanitarian activities carried out by UNHAS do not only reach the local community but also the community thoroughly. The community should be informed of the *Tri Dharma* commitment through the broad umbrella of humanity.

Mass media, on a national scale, is a means of disseminating information to the public. According to Bungin (2006: 72), mass media is a medium of communication and information that disseminates information *en masse*, and can be accessed by many people. In terms of meaning, the mass media is a tool or means to disseminate

news content, opinions, comments, entertainment, and so on. The media is a vessel that plays an increasingly important role in presenting events in people's lives, both nationally and internationally. Thus, efforts to reach national news continue to be developed by the UNHAS' Directorate of Communications.

- The Human Resources Staff Need to be Added more

Limited human resources are also a different obstacle for the Directorate of Communications in optimizing the dissemination of information on various activities carried out by UNHAS based on humanity through press releases. The Directorate of Communications has two work sub-units: Protocol and Public Relations. Dissemination of information through press releases is generally carried out by the Public Relations sub-section --which only has two staff/employees-- with an enormous scope of work units at UNHAS. It has an impact on the number of press releases produced. Moreover, not all working units within the scope of UNHAS have PR staff who can provide information to the Directorate of Communications.

An HR development strategy is needed in an organization or company to increase employees' ability to work. The capabilities possessed are expected to have an impact on good work efficiency. All profit or non-profit organizations or companies want employees to work effectively and efficiently. Efficient means working according to the plans and timelines that have been made; effective means working according to predetermined work standards. The UNHAS' Directorate of Communications strives to encourage performance improvement through quality human resources.

- Insufficient Budget for Information Management

In optimizing the tasks and responsibilities the Directorate of Communications gives, the management budget is fundamental to support the smooth implementation of various work programs created to encourage UNHAS's efforts towards a humaniversity campus. However, in general, the RKAP (Company Work Plan and Budget) that has been made has not been able to optimize all the work programs that have been made. It is in line with the situation and conditions on the ground, which sometimes tend to change. So far, in optimizing the dissemination of information, primarily through online or print newspapers, UNHAS has received much support from alums who work in the media industry.

### 3. Opportunity

- The First Campus to Self-Declare as Humaniversity

UNHAS is the first campus to declare itself as a humaniversity. The concept of UNHAS as a humanist campus is based on UNHAS's active involvement in various problems faced by society. This concept is also presented as an actual picture that UNHAS wants to show to the public in general. In humanitarian-based activities,

UNHAS has a dominating character strength, where all elements within UNHAS are actively involved with environmental support and increasing the broader role of UNHAS.

As an institution of university, UNHAS always encourages efforts to manifest social responsibility towards the surrounding community. UNHAS, which is in a central and strategic position in the Sulawesi peninsula and eastern Indonesia, is responsible for improving people's lives. As a *hub* of university in Indonesia, UNHAS must always be at the forefront of pushing and pulling the carriages of civilization and economic prosperity. UNHAS serving the nation and state cannot be separated from the identity of UNHAS as a university institution that is integrated with the community. The meaning to be conveyed is to continue to make UNHAS the leading actor who is proactive in collaborating to solve strategic and humanitarian problems.

Since two years ago, UNHAS has been committed to continuing to expand the scope and benefits of its presence. The transformation process continues to move from *beneficial for society* towards a broader direction, that is, *contributing to humanity*. Humanitarian issues are a common challenge that must be part of the responsibility of university, including UNHAS. This shift in commitment is an effort to equip the UNHAS academic community to continue to care about and be involved in solving humanitarian problems wherever UNHAS academics and alums are located. This commitment is emphasized in UNHAS Humaniversity's branding. It means that UNHAS does not only carry out the *Tri Dharma* professionally but also cares about social and humanitarian issues broadly. With Good University Government in it, there is social sensitivity in responding to the problems of the nation, state and humanity.

Humanism is a fundamental principle that puts forward aspects of basic human needs. Thus, even though university exists to encourage modernization, technology, innovation, and science, they still improve the fundamental aspects of humanity or basic human needs, that is, humanizing humans. It is what UNHAS is trying to see and is realized in various forms of real programs. Humanist principles exist to strengthen graduates with intellectual abilities and are sensitive to human aspects. The humanist concept is expected to strengthen the character of graduates packaged in various humanitarian programs. Humaniversity is a universal concept attached to university concerns that are beginning to erode due to the needs of the times.

- Humanist Activities Sourced from Academic Community Studies and Innovations  
One of the active manifestations carried out by UNHAS in promoting the concept of a humaniversity-based campus is community service that is adapted to the problems faced by the community. The solutions provided by UNHAS in the form of community service activities originate from studies and innovations produced by UNHAS academics. What is done by UNHAS is inseparable from the research

results implemented in society.

Community service is part of the *Tri Dharma Perguruan Tinggi*, which every university institution must do. However, the strengthening carried out by UNHAS is the relevance of innovations that are made according to what is needed for the problems faced by the community. Collaborative efforts with various industry and government parties strengthen the Humaniversity concept echoed by UNHAS.

#### 4. Threat

##### - Demands for University Responsibilities are Getting Bigger

University is one of the subsystems of national education. Its existence in the life of the nation and the state plays a vital role through the implementation of the *Tri Dharma Perguruan Tinggi*, namely education, research and community service. Law Number 20 of 2003, concerning the National Education System, states that universities must provide education, research and community service (Article 20 Paragraph 2).

These three things must be carried out in a balanced way. The activities of university academics based on the *Tri Dharma Perguruan Tinggi* must continue to be adjusted according to the times' demands, developments, and needs. The development of science and technology, and changes in the environment with all its impacts, require university institutions to develop themselves further to implement the *Tri Dharma Perguruan Tinggi*, by creating and improving an academic culture, especially in the campus environment, so that academic competence can be relied upon by the field.

Currently, Indonesian universities, including UNHAS, are faced with efforts to fulfil the responsibilities given by the Ministry of Education, Culture, Research and Technology through eight *Key Performance Indicators* (KPI) for universities, which are present as an essential part of a strategic plan that functions to measure the university success rate.

With increasing competition between universities, every university must demonstrate competitiveness nationally and internationally, including becoming a World Class University (WCU). The effectiveness of implementing activities that support the achievement of KPI targets in university is expected to be a solution to the problem of weak innovation and creativity to obtain optimal results. Therefore, UNHAS must provide a balance between its involvement in various community issues and the demands of becoming a university that is included in the World Class University (WCU).

## IV. Conclusion

Since its establishment in 1956, *Universitas Hasanuddin* (UNHAS) has been playing a significant role in improving the quality, welfare, and competitiveness of the Indonesian nation. Various significant works that have contributed to the nation and state cannot be separated from

the identity of UNHAS as a university that is integrated with its community (communiversity). UNHAS's commitment to social responsibility is expressly stated in the third mission of UNHAS, which is to apply and disseminate science, technology, and socio-culture for the benefit of the Indonesian Maritime Continent. At the same time, this mission emphasizes that UNHAS not only wants to be an ivory tower, but has a role as a spring that benefits society, nation, and state.

Moreover, digital footprints show the existence of UNHAS in disaster emergency response. When a tsunami devastated Aceh in 2004, UNHAS was not only present at the disaster site, but also opened up and accommodated students from Aceh to study at UNHAS. When an earthquake rocked Yogyakarta in 2006, UNHAS was present as a volunteer and also built a hospital with PT Vale (it was PT Inco back then). In every humanitarian problem, UNHAS people (students, lecturers, alumni, or work units within UNHAS) always intervene at the first opportunity. It can be seen from the 2004 Aceh tsunami and the 2006 Yogyakarta earthquake, to the extraordinary events of malnutrition in the Asmat Regency of Papua. Not only domestically, but UNHAS also intervened when humanitarian crises occurred in Iran, Palestine, Afghanistan, and Rohingya. When the earthquake and tsunami hit Tohoku, Japan, in 2011, UNHAS assisted as well. The concern of this UNHAS entity has been tested in the field in various emergencies and uncertain conditions. UNHAS elements become torchbearers which illuminate, find problems, and provide solutions.

In many humanitarian cases, UNHAS does not only give a transient response. Through a systematic multidisciplinary approach, UNHAS offers long-term and sustainable solutions. For example, during the humanitarian crisis in Asmat, UNHAS pioneered opening a particular vocational class for Asmat children who were trained to become ready-to-use medical personnel. It is all following its mandate, namely as a state university with a legal entity, to revitalize the functions of education and service, and to answer humanitarian problems. In addition to opening special study programs, UNHAS has also established study centers, optimized Community Service Lectures, and encouraged scholarships. It all forms the fundamental character of UNHAS residents, who are responsive to every humanitarian problem.

The Directorate of Communications of UNHAS has a central role and position in disseminating information to the public about various humanitarian activities carried out by UNHAS. Affirming this commitment will go well if the organizational communication carried out by the Directorate of Communications is effective in particular, and UNHAS in general. Challenges, obstacles, strengths, weaknesses, and opportunities for the Directorate of Communications of UNHAS in encouraging UNHAS's commitment to a humaniversity campus are apparent. Subsequently, various strategic efforts continue to be made to further strengthen the role of UNHAS as a humanity-based campus.

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