Reputation Management of Higher Education Institutions in Thailand

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Article info

Abstract

This review article proposes the concept of reputation management of higher education institutions in Thailand. The main purpose is to be a guideline for further development of a tertiary institution with continuous development, flexibility, stability and sustainability, social recognition and ready to face disruptive changes in the future. The detailed content of the article describes abiding by the university reputation management concept including components of university reputation, university reputation management, perspectives on university reputation, university reputation indicators and measurement, factors that impact on university reputation, and ranking of noted higher education institutions.

Introduction

Higher education institutions in Thailand have faced various problems for more than 10 years. For example, the rapid expansion and upgrading to be new universities, the entry of foreign higher education institutions, the declining of birth rate and the number of students, the changes in behavior and needs of students regarding subject selection values, the student admission system, the failures of the bureaucracy with the administration of higher education institutions, the good governance, the expectations of society and labor market towards higher education standards and educational quality, and the severe business competition to attract new students (Rattananakin, 2011).

One effective way to solve the problems of higher education institutions in Thailand is managing corporate reputation. The corporate reputation management strategy empowers and helps universities meet the challenges and disruptive changes impacted by the globalization of higher education. A good corporate reputation has impacts on corporate performance as a sustainable competitive advantage because it makes the organization distinctive and different from other organizations under the same industry and then leads to the core competence of the organization. A good corporate reputation will transform to be an organization's assets or resources and reputational capital (Gaines-Ross, 2008: 6). If Thai higher education institutions have a good reputation and clear standpoint, they will be the best sources of qualified human resource development for the country.

Corporate reputation management is an organizational mission relying on the concepts and perspectives linked to other organizational management such as corporate strategy, corporate communication, corporate brand, corporate image, corporate quality, governance, human resource development, social responsibility, risks, conflicts, issues and crises, and

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markets, etc. (He & Pitpreecha, 2011: 103; Santawee, 2012: 13). Corporate reputation management upholds the overall management of the organization's strategies, helps to improve organizational management skill set to be more effective and reflects the overall organizational performances (Haywood, 2005: xv; Jaicharnsukkit, 2009: 1).

Corporate reputation management is an investment for the future. A good corporate reputation can be achieved through the organization's vision, boldness, commitment, and integrity. As well as compliance with legislation, guidelines, and best practice standards. The better the reputation the organization has, the more it is a guarantee of its stability and strength, including financial strength (Sherman, 1999: 13; Haywood, 2005: ix). Corporate reputation is a virtue that the organization has long accumulation to make it credible, recognized, and trusted by various organizational target groups, including people in society, both local and abroad (Pitpreecha, 2011: 2). Several studies have found that organizations with better reputations do better financially, attract and keep talent manpower at lower costs, have lower costs of capital, and more easily gain support from government and other stakeholders in times of need. (Drexel University's LeBow College of Business. Center for Corporate Reputation Management, n.d.)

Reputation is a perception of value or distinctiveness in relation to peers and competitors that is held in the mind of stakeholders and prospective stakeholders. Every organization will have a reputation, whether or not they help shape that reputation. People judge organizations in a variety of ways by what they do, by what they say they do, and by what others say they do. Those organizations that do not manage their reputations will have it managed for them by competitors, critics, or others. (Drexel University's LeBow College of Business. Center for Corporate Reputation Management, n.d.) University reputation requires an understanding of the construct of reputation and how various target audiences perceive and respond to reputation. Building a university reputation needs a wide range of proactive and reactive strategies and investments since the university reputation encompasses the perceptions of value held by a university's stakeholders.

A key and unusual aspect of universities' reputations are the links between collective and individual reputations. High-profile successful researchers and academics enhance a university's reputation and there is the competition to attract the best academic staff. Universities gain financially in a competitive commercial environment from high-profile staff and the publicity surrounding research success. Where universities are quick to benefit from individual staff reputations and their research and teaching efforts, adverse individual reputations can damage universities. Scandals usually involve the conduct of one or a few rascals among university staff, but the damage can be widespread and the cover-up can be the major component of the scandal (Curtin, 2009; Brown, 2010).

Nowadays reputation is an increasingly vital component for higher education institutions. A university reputation is a major priority for academics changing jobs and the first consideration for internationally mobile students, beyond tuition fees and course content. Reputation is also a key factor in attracting collaborative partnerships and funding from alumni, philanthropists, and industry. However, university reputation can soon be built and lost in our technologically connected world where information travels fast and can have a global impact (Curtin, 2009).

University Reputation Management

This review article aims to describe the concept of reputation management of higher education institutions in Thailand. It also expected for all types of higher education institutions to use as a guideline for further development of the reputation management strategy to become a tertiary institution with continuous
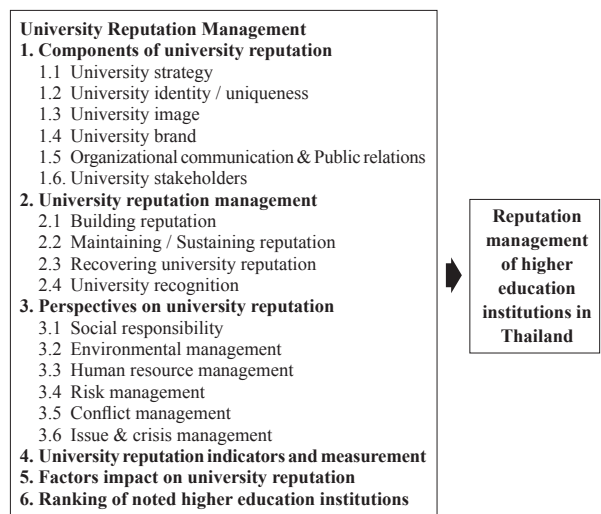

University Reputation Management
1. Components of university reputation
1.1 University strategy
1.2 University identity / uniqueness
1.3 University image
1.4 University brand
1.5 Organizational communication & Public relations
1.6. University stakeholders
2. University reputation management
2.1 Building reputation
2.2 Maintaining / Sustaining reputation
2.3 Recovering university reputation
2.4 University recognition
3. Perspectives on university reputation
3.1 Social responsibility
3.2 Environmental management
3.3 Human resource management
3.4 Risk management
3.5 Conflict management
3.6 Issue & crisis management
4. University reputation indicators and measurement
5. Factors impact on university reputation
6. Ranking of noted higher education institutions

Reputation management of higher education institutions in Thailand

Figure 1 Conceptual framework of university reputation management (Chotevithayathanin, 2016: 16)

development, flexibility, stability and sustainability, social recognition and ready to face disruptive changes in the future. Last but not least, the university continues to be a higher education institution with pride and dignity at the local, national, regional and global levels. The detailed content of this review article presents in order abiding by the conceptual framework of university reputation management as follows:

1. Components of university reputation

A university reputation component is a tool for creating or pushing university reputation management. It consists of a university strategy, university identity / uniqueness, university image, university brand, corporate communication and public relations, and university stakeholders. All six elements of university reputation must be consistent and linked to the same direction to build university reputation.

It can be said that university reputation management is all about building awareness of the university brand with university stakeholders' perceiving for maintaining the university's good reputation stable, durable, and sustainable. Managing university reputation through communication should focus on building a university brand as the top priority. But considering through university management, university strategy is the most important matter. Early university reputation management stressed building the image of the university while in the later period focuses on building a university brand. No matter if the university reputation management emphasizes building a university image or brand, it must be aligned to overall the management of university parts. Also, university reputation management may start with a university identity.

1.1 University strategy

Corporate strategy can be defined as "overall guiding the organizations". It relates to the purposes and methods of the organizations of "what" and "how" they want to do to meet the achievement abiding by the vision of the organization (Wongkiatrat & others., 2005: 16; Wongkiatrat, 2011: 31). In other words, it means "a model or plan that organization seeks to create to compete for advantages over its competitors through its unique differences focusing on a plan for achieving the goals set out" (Kecharananta, 2009: 14-16).

To establish a reputation management strategy, universities should begin with exploring university identity/uniqueness through asking the question of "who we are" "what we are going to do". Universities that are unknown to their target audiences

or stakeholder groups should firstly create or develop a university strategy leading to build a university image or a university brand. The university strategies enable university staff or personnel to work aligning to university direction. However, university strategies can be changed when circumstances change.

1.2 University identity / uniqueness

The term "corporate identity" refers to the sum of the different ways that an organization chooses to publicly express. It may be an image or something that is defined by the organization. Products or services can reflect the essence of the organization and allow individuals to recognize and distinguish them from other organizations (Techakana, Interview January 27, 2016). The term "corporate identity" can also refer to the achievement of a focus or strength that reflects the distinctive character of the organization (Office for National Education Standards and Quality Assessment, 2012: 52).

University identity / uniqueness is the key to answering the question of the university "who we are". The university should operate any steps to reassure stakeholders of who they are. University identity / uniqueness is a medium to communicate with university target groups/stakeholders to create recognition. A good university identity/uniqueness is essential in extending a good reputation for the university. The university identity/uniqueness consists of tangible and intangible things, such as logos, colors, entrepreneurship, creativity, universality, etc.

1.3 University image

Corporate image refers to the image that people who may be consumers, competitors, retailers, or society think or understand what and how such an organization is. Image is what an organization wants to present to society to achieve understanding and recognition (Napoles, 1988: 19 cited in Sriwiboon, 2004: 25). In other words, it may refer to the assessment of people's beliefs and feelings towards an organization. Corporate image is all the connections consumers remember with organizations manufacturing products or services. Corporate image is also a factor influencing corporate reputation, both in good and bad ways (Dowling, 2002: 19).

The image of the university must be created from the university's real points that are the identity / uniqueness of the university. If the image of the university does not correspond to what it is, it will disappear and be lost in a very short period. Though the

image of the university is easier and takes less time to create than the university's reputation, it still takes considerable time to build. The image of the university also influences the prospective students' decisions to enter the university. A long-lasting good university image eventually evolves into a university reputation later. The main difference between university image and university reputation is time-consuming. It takes less time to get a good image than to get a good reputation. But both a bad image and a bad reputation are able to damage the university in a blink.

1.4 University brand

Corporate brand refers to an organization in which customers or stakeholders can perceive the mission and the organization operations both inside and outside. If the organization has a clear corporate brand, the corporate image will appear in the minds of customers and society. The corporate brand supports and helps the organization to be stable and sustainable (Ruenrom, 2013: 103 & 21-28). It can be said that the corporate brand is the mixed results of corporate image and corporate reputation. A good corporate image and corporate reputation can only be achieved through an obvious corporate identity and consistently communicating the good corporate image and corporate reputation to consumers (Keller, 2003 cited in Pattanabunboon & Anantachart, 2009: 124).

A university brand can be modified to modernize according to a changing social environment known as rebranding. Building a university brand requires coherent communication and public relations and should communicate the true identity to the stakeholders of the university. A clear university brand is accompanied by a designation of the university's position. The university brand is a difficult thing to replicate. University brand, university image and university reputation are related. A good university brand, image and reputation enables stakeholders' pride. A feeling of satisfaction and acceptance of building a recognized university brand should be developed for the university to have quality. There are several methods to create university brand awareness such as setting the tuition fee (price), facilitating, and delivering a positive experience / pride.

1.5 Organizational communication & Public relations

Corporate communication & public relations are the mission to deal with the effective coordination and participation in all parts of an organization by setting a framework for internal and external communications propelling to a big goal, creating and maintaining a sound reputation among the different group of stakeholders that the organization relies on (Laphirattanakun, 2010: 145-148). As for public relations, it is a notice or clarification to disseminate, to prevent and correct misunderstandings and create popularity with the people, to protect and maintain the reputation of the organization, to create a better understanding, and to support marketing activities (Laphirattanakun, 2010: 152; Chinavorn, 2010: 4-6). Organizational communication is a tool to build and disseminate a good university reputation story as well as prevents a bad university reputation from relying on both internal and external communication. Organizational communication and public relations play an important role in building the university image and reputation. It is a presentation of information and knowledge about the university to each university stakeholder group. Universities should consistently communicate regularly to the stakeholder groups the university identity/ uniqueness.

Building and maintaining the university reputation through organizational communication and public relations can be done both formally and informally. Universities should appropriately select media choices and should not focus on advertising because the university is an educational institution that mainly serves society. The key points to building the university's reputation should focus on creating value rather than business or making a profit. A university needs to communicate with clearness, consistency, fastness and select multi-channels. The advent of the era of social media or social networks has made it easier and more accessible form of communication for stakeholders to access university information through new media. Universities should follow up with famous university alumni information and publicize it to university stakeholders.

Internal communication between the university administrators at all levels is critical to managing university reputation. In particular, communication with the middle management level, including the dean, deputy dean, and head of the program, is considered the most important as it is the main driver to move the university forward. Internal communication with university staff / personnel must be unified and looked at in the same direction. Furthermore, it should inform the real situation about the university such as

serious competition of prospective student admission, university financial status, etc. because this brings to cooperation and participation into university operations.

The university's corporate communication department needs to choose how to disseminate university news affecting university reputation to preserve and increase reputation. The arrival of the social media age or social network has caused Word of Mouth (WOM) to be an influential communication strategy and PR has an important influence on current and future university reputation management. The university consequently needs to set a framework or guideline for online university reputation management.

1.6 University stakeholders

Organizational stakeholders refer to individuals or groups of people who influence organization decisions, policies, and operations. The organizational stakeholders have different expectations of the organization resulting in complex organizational decisions. Building a good reputation requires consideration of the expectations of different stakeholders of the organization (Pitpreecha, 2010: 15).

Each university has different target groups/ stakeholders so university reputation management does not run on the same basis. University should make a difference to attract audiences / stakeholder groups such as graduates, parents, graduate users, to be satisfied with what is offered by the university or to meet the expectations of what the university operates. The university stakeholder groups expect differently, for example, students expect to achieve academic strength, outstanding research and famous alumni while faculty, staff / personnel need good practice from the university and society wants university production to excel qualified graduates to serve the society.

University administrators should manage expectations and experiences to make good memories with university audiences. University stakeholders, such as faculty, staff, students, departments, or companies that the university communicates with, are able to help a resilient university reputation through Word of Mouth (WOM) so providing the correct and real university information is so important. Besides, the reputation of university stakeholders themselves has affected the building of the university reputation. The good image and reputation of university stakeholders can provide further promotion for the university image and reputation and continue to lead university recognition and credibility.

2. University reputation management

Corporate reputation management refers to harmonizing the relationship between corporate identity and corporate image in the same way between the organization side and the customer side (Schultz & Werner, nd: 2). Perception refers to how all relevant stakeholders perceive the organization as being. Reality refers to the truths about the organization, including policies, practices, processes, systems, and performance.

University reputation management from a marketing perspective has been emphasized on the whole picture of the university and should be performed systematically and sequentially. University reputation in the aspect of factual management should be based on the truth about the university, not deceitful and should be understood between the university and its stakeholders. If university stakeholders trust the university performance, university reputation would be widely represented simply and effectively. University reputation management can be studied and emulated from the same type of famous and purposeful model universities. Reputation is not static so university management should be continuously revised or improved to reap competitors and has enough room in a highly competitive market among the same products or services. University has several aspects for building reputation but it should be equally managed in all aspects to prevent a more prominent reputation from dominating other areas of reputation.

The department of university organizational communication is responsible for managing university reputation covering building reputation, maintaining reputation, reviving reputation, and recognition and should operate under university strategy. Managing university reputation today and tomorrow is difficult and challenging since the social media and social networks enable university stakeholders as "Customer Generated Media" (CGM), they are able to create and disseminate information and knowledge by themselves. Hence, university stakeholders should be involved with university matters for managing university reputation.

The reputation level of universities might be divided into 3 levels: low, medium, and high levels. The degrees of the reputation of the university have an effect on the process and approaches of managing university reputation. At a low reputation level (Newly founded) - Building university reputation through faculty and students, differentiating outstanding teaching program, making cooperation with overseas universities, attracting

famous people to work with the university, and creating perception about university identity / uniqueness, etc. At a moderate reputation level (Short-time established) - The university has a reputation for academics already so it should build its reputation through other activities such as drawing talented and well-known athletes to study at the university, continuously generating awareness of university identity / uniqueness, etc. At the high reputation level (Long-time established) - Building a university reputation by providing lecturers to interview about academic matters on social impact issues or undertaking large-scale research projects periodically and continuously.

2.1 Building university reputation

Building a sustainable corporate reputation has many elements that will help create value and allow the organization to standout above its competitors, namely personnel quality, management quality, financial performance, quality of products and services, market leadership, customer focus, the attractiveness of the organization, social responsibility, corporate ethics, and reliability. There are five tips for building a corporate reputation to be successful, namely the executives and the management team must be the main driving force in building corporate reputation, have good reasons for building a corporate reputation, have hard skills and soft skills in management, be able to meet the needs or offer of products or services beyond the public's expectation, and every person in the organization has a sense of ownership of the organization or brand (Wilcox, 2007 cited in Pitpreecha, 2008: 35).

The reputation of the university is a reflection of the real performance of the university. The crucial and empirical evidence includes the performance of students, faculty, and university social services, etc. University reputation stems from the virtue accumulation and managing various aspects of the university about university identity/uniqueness and communicating what the university performs to the university stakeholders. In other words, the university reputation originates from many dimensions of the university image, such as location, university administrators / management, personnel, governance, social responsibility, etc.

A good university reputation, which has been accumulated over a long period, would evolve into a reputation capital and it is difficult to destroy. Because the reputation becomes a defense or shield to prevent the university from being damaged or inflicted. The university's reputation attracts new graduates who want

to study at the university and retains faculty and talented people who are well qualified to teach or work with the university for a long time. Corporate communicators or publicists view university reputation as a result of the university image while marketers look at university reputation as a result of building a university brand. The administrators view the reputation of the university are due to the designation of identity / uniqueness.

University reputation should be built on its background, the beginning of establishing a university and for what purpose, that offers a clear and reflective university identity. The long history of the university is an advantage that has an effect or influence on building a university reputation. Building a university reputation links to delivering sustainability and lasting results that has to initiate from the development of the innate essence, looks for strengths by differentiating from other universities, applies Customer Relationship Management (CRM) techniques and is achieved through research, teaching, academic service, and the maintenance of art and culture, and communicates and promotes outstanding university performances to the university stakeholders to be recognized and appreciated.

To build a university reputation, universities require qualified and standardized programs or courses (products or services) that meet the needs of the labor market and customers (students and parents). University identity/uniqueness and university branding must align with the strength of the learning areas of the university, for example, business, entrepreneurship, creativity, universality, sovereignty.

Establishing a university reputation by joining a reputable organization or agency of the community, local, country, and world, such as signing a memorandum of cooperation, questing for famous partners to work together, entering the competition, participating in training on topics that have a wide and deep impact, etc. University faculty, staff / personnel, current students, and alumni are the most important influence group in building a positive and negative reputation for the university. Sharing the success stories and reputations of current students and alumni also play a significant part in building the university reputation.

2.2 Maintaining / Sustaining university reputation

One of the best and most appropriate methods for maintaining and sustaining a corporate reputation is to manifest corporate social responsibility. The key areas that organizations around the world

demonstrate their corporate social responsibility are: showing responsibility for the quality of life of customers, people, and the communities in which the organization is located or operated (Wilcox, 2007 cited in Pitpreecha, 2008: 35) and paying attention to world problems or global movements, for example, global warming, climate change, etc.

The university has to maintain and continuously improve the quality and standards of the university, looks after the bad image that damages or dilutes the reputation of the university, and maintain strength as a selling point to attract talented prospective students and people to study or work with the university. These enable to continue to help build a reputation for the university. Universities that are already known or have a good reputation need to maintain their good reputation forever or expand the scope of their good reputation to other relevant stakeholders through communication and public relations to reinforce the awareness and maintain the university image and the university brand to remain or to become even better. To maintain the university reputation, the university must adjust and embrace the uncertain situations by applying change management and CRM techniques. University faculty, staff / personnel, current students, and alumni are the most important influence group in maintaining or sustaining the reputation of the university.

2.3 Recovering university reputation

Recovering a reputation needs a lot of time approximately 4 years but it cannot guarantee that the reputation of the organization will be restored (Gaines-Ross, 2008: 150). Therefore, it is safer to protect the corporate reputation as long as possible. To protect corporate reputation requires both good preparation and building goodwill (Sherman, 1999: 13). Recovering university reputation entails the improvement of long-term relationships and attitudes between the university and university stakeholders. Damage to the university reputation takes time to recover or revive and it might take up to 10 years. So, proactive management is required to protect and prevent bad university reputations. Negative university news is the main cause of bad university reputation. To recover university reputation university should employ organizational communication and PR based on facts, Integrated Marketing Communication (IMC) and CRM.

The degree of a reputation affects the recovering or restoring of the university reputation, for example, when the same negative external incidents affect the university reputation, the most famous universities are affected for a short time and suffer less damage than non-prestigious universities. The recovering of the university reputation has to be carried out in combination with both short-term and long-term rehabilitation plans. In the short term, a university should provide positive information that promotes a positive image of the university and accelerates the confidence and trust of the university stakeholders. In the long term, university should develop, improve and upgrade the quality of education management to embrace a standard that is acceptable at all levels.

2.4 University recognition

Recognition is an internal process within a person's mind in which the acceptance or rejection of the corporate reputation must depend on various factors including individuality, innovation, time, system and structure of society and communication. University recognition involves the improvement of long-term relationships and attitudes between the university and university stakeholders. The university recognition needs to be accumulated and cannot happen immediately but relies on long periods and other factors such as labor market, university stakeholder mindsets, etc. The quality of the university is the most significant element to build recognition. The university recognition also depends on very colorful communication and public relations to attract the university stakeholders. Universities enter a competitive atmosphere or university rankings to create recognition at the national, regional and world levels.

3. Perspectives on university reputation

Khlaiophas & Pitpreecha (2009: 129) noted that corporate reputation management covers several various areas of management, including social responsibility, environmental management, human resource management, risk management, conflict management and issues and crisis management. All universities operate on social responsibility, environmental management, human resource management, risk management, conflict management, and issues and crisis management but universities should align reputation management through university brand building under the university position.

3.1 Social responsibility

The guidance concerning social responsibility or ISO 26000 covers governance, human rights, labor practices, environment, fair operation, consumer issues, and social participation and

community development (Nonthnathorn, 2010: 67). The social responsibility of the university is reflected in university identity / uniqueness. This can foster a good university reputation if the university pursues a corporate social responsibility project but if the university does not operate as promised it will lead to conflicts and a bad reputation. The important reason why universities should take into account social responsibility is that social issues have a greater impact on the university's reputation both today and in the future. The examples of social responsibility of the university are teaching students to be good citizens of society, conducting research to assist communities and society, protecting the environment, creating a green university, etc.

3.2 Environmental management

One way to build a corporate reputation is by implementing an environmental management system in the organization. The organization is expected to invest in an environmental program, which can take a measure of the organization's environmental returns, such as a reduction in carbon emissions (Environment management system ISO 14001, n.d.). Universities should focus on environmental management as a social and world issue. And it links to the social responsibility of the university. If environmental management is neglected, it can lead to a serious impact on the university reputation. The university's reputation will decline directly or indirectly. The university should build a good relationship with the communities surrounding the university to provide a safe and livable environment around the university. Additionally, a university should provide a green environment within the university to be pleasant to live, study and work leading to good health and hygiene conditions of faculty, staff / personnel and students. Examples of environmental management in university are establishing green university policy, preventing chemicals leaking into the community, having a grease trap before releasing wastewater, using of resources economically, separating the wastes before disposing of, using environmentally friendly products, reducing greenhouse gas emissions and so on.

3.3 Human resource management

A survey of 10 reasons people "living" or "going" from an organization conducted by Watsons Wyatt (Thailand) Co., Ltd. with a group of 6,700 workers indicates that corporate reputation is the tenth reason most people choose to stay in their original workplace (Manager Weekly 360 Degree, 2005). Hence, universities should care about human resource management because talented faculty, staff / personnel are considered as intangible assets of the university. The university is essential in ensuring faculties, staff / personnel understand the university reputation in order to protect university reputation management. These individuals might harm the university reputation. University should take care of staff / personnel so they can work in a good atmosphere. If staff / personnel make mistakes, work inefficiently and lack in quality, it will affect university reputation directly or indirectly. Poor human resource management could cause a moderate impact on the university's reputation. University needs to provide a morale-building system for staff / personnel, including the recognition of the person who creates the university to be famous.

3.4 Risk management

Establishing a corporate strategy and situation that affects the reputation of the organization is one type of risk because if the mistakes occurred, it would affect organizational operations as well as other risks. This concept is the origin of the Enterprise Risk Management (ERM)(Wong & Wattanajirat, MD cited in Khlaiophas & Pitpreecha, 2009: 129). Universities should emphasize reputation risk apart from operational risk, strategic risk, financial risk, and marketing risk. University reputation risk involves providing the right information to university stakeholders, managing by fact, informing the exact financial status. University must set or provide systematic proactive management because they might be uncontrolled external influences on the university reputation but they may not be realistic.

3.5 Conflict management

Conflict management has directly involved corporate reputation management and communication and public relations. After the organization dealing with a crisis and severe conflicts in the organization, the organization must swiftly be restored of confidence for being recognized and cooperating by the various parties. The method that can be used is reputation management (Cameron, Wilcox & others, 2008 cited in Pitpreecha, 2008: 32). Universities have to set good and efficient methods to handle r internal and external conflicts. The university should not have conflicts with the people / villagers / communities surrounding the university because it would affect the university reputation at a very high level. Internal conflicts within the university should be controlled in the university because the university's reputation will become broad and severe. University administrators play a key role in managing conflicts both

internally and externally. To mitigate conflicts within universities, require coordinating each interest group and building understanding between each other through negotiations or discussions. Activities should be provided to reduce conflicts within the university, such as banquets, sporting events, meetings with the executive management team.

3.6 Issue & crisis management

Issue and crisis are interconnected and inseparable. To deal with issues is imperative since it is a defense before the problem escalates into a crisis and damages the reputation of the organization or harms the organization's reputation. Universities should set efficient measures for managing problems and crises otherwise it might lead to a high negative impact on the university reputation. Issues and crises are directly linked to the reputation of the university. When the university is in a crisis, university staff / personnel should not to be those who further discredit the university. University's organizational communications department should have a means of communicating with creativity so that the crisis does not escalate or worsen. Universities should address issues before they expand into a crisis. University reputation management is more proactive than passive. In other words, it is risk management. The main problem of the university is related to quality and standards. Managing a university crisis is a matter of restoring university reputation. Each crisis should use a different method to solve. The same crisis happening at different times should also apply different solutions. Examples of problems and dilemmas in a university are corruption, freshmen adoption, etc. There are examples to solve university crises, such as inaction, press conference, presenting good news.

4. University reputation indicators and measurement

The reputation of the organization is difficult to measure but academics, professionals, and related media organizations have researched and suggested a wide range of corporate reputation indicators, such as the Cameron and others' good corporate reputation indicators (Cameron & others, 2008: 53 -55 cited in Pitpreecha, 2008: 33), most favorite companies by Fortune's Most Admired Companies (Pitpreecha, 2 0 0 8 : 3 3) , Harris-Fombrun Reputation Quotient: RQ by Harris-Fombrun, RepTrack @ System by the Reputation Institute, Customized Reputation Template by Doorley & Garcia (2011: 13), Corporate Reputation Dimension (Reddiar, Kleyn, & Abratt, 2012. : 33-35), Criteria for

ranking the most favorite companies by Tycoon Magazine / Brand Age (Thailand Most Admired Companies) and factors that influence the reputation of business organizations in Thailand (Santawee, 2 0 1 2 : 9 9 - 100). University reputation indicators and measurement cover various elements of the university. For example, following up to date on both positive and negative news about the university from various media, including on social media or social networks every day, conducting research inquiring about needs or expectations with the university's stakeholder group every year, especially with students and parents, measuring brand awareness, brand positioning, and brand identity every year, tracking university rankings from trusted organizations or agencies, tracking of award-winning universities in the community, local, national, and world levels, increasing the number of international students yearly / the number of applicants enrolled each year, the number of research articles published each year, the works of instructors leading to the reputation of the university / the famous alumni contributing to the society.

5. Factors impact on university reputation

There are many dimensions of managing corporate reputation. Three factors affect current and future corporate reputation (Gaines-Ross, 2008: 16-24) namely, the information revolution, influence group and public trust. The arrival of social media or social networks today are extremely fast and strongly impact the university reputation management both in a positive and negative manner. For example, on the positive side, university stakeholders can reach the required fact datasheet of the university very quickly at anytime or anywhere. Whereas, on the negative side, university fake news leads to damage to the university and university management team. The university needs to plan, produce and monitor the flow of university information both inside and outside the university continually to protect and maintain the university's reputation.

Moreover, He (2010) indicated that university stakeholder and their students put the university reputation indicators into the following orders: (1) Product and Service (2) Leadership (3) Innovation (4) Workplace (5) Performance (6) Governances and (7) Citizenship whereas the general public put the university reputation indicators into the following orders: (1) Product and Service (2) Innovation (3) Workplace (4) Leadership (5) Performance (6) Governances and (7) Citizenship.

Several factors related to university reputation

management have effects on university development, thriving and prosperity but the most critical factor is people or university stakeholders, such as the university council committee, board of university administration, faculty, staff, current students, and alumni. Other factors include university background, policy, vision, mission, leadership, strategy, organizational culture, brand/position, image, organizational communication and public relations, the process of university management, authenticity, evaluation/ranking, technology and innovation, learning management, curriculum or program, and university social responsibility (Chotevithayathanin, 2016: 281-283).

6. Ranking of noted higher education institutions

The reputation of higher education institutions is partly attributed to the results of higher education institutions ranking. The ranking of Thai higher education institutions on the URANK website provides 10 indicators for ranking elements: faculty and teaching, atmosphere and environment, modernization and adequacy of the instrument and learning equipment, modern courses, support for activities and services to learners, scholarships, academic value, research, learner confidence, and reputation and recognition. The Times Higher Education World Reputation Rankings (2013) provides a five-component ranking metric: research, reference, teaching-learning environment, internationalization, and industry income.

A university can apply the ranking of noted higher education institutions to better university development or improvement, to lead collaboration or networking with a famous university aboard, to select talented or good students in every part of the world, and to make the university more well-known. The university rankings reflect the performance and reputation of the university but applying the university ranking results requires consideration of the indicators and processes of measurement. Furthermore, the agency or organization that ranks the university is reliable or not, the purpose of the university ranking focusing too much on business interests or not. If Thai universities stress too much on the indicators of university ranking, it may lead to the lack of the diversity of teaching and learning and strengths of the university.

Conclusions

University reputation can be created through university strategy by asking some questions, such as what isthe university , what the university does, what is the type of university , what is the university direction, what is the university characteristics, what is outstanding about the university, , who are the university rivals, and what is the university prototype. Morrissey (2012) indicated that to build successful reputations, the university administrator team should focus on organization-level and steering through strategic thinking-frame.

Managing university reputation is imperative to know and understand university stakeholders' expectations and needs because each group of university stakeholders does not need the same things. Dowling (2002) and Schultz & Werner (n.d.: 2) explained that managing corporate reputation can be built by making the organization identity and image corresponding to stakeholders' expectations in a long term. Also, Pitpreecha (2010: 1) proposed that corporate stakeholders are individuals or groups of people who influence organization decisions, policy establishment and operation. All of them anticipate the organization in different needs.

The reputation of the university is the result of decisions made by stakeholders with the university through their perceptions of the behavior or actions of the university as being promised or not. However, the good reputation of a university takes a longer time to establish than its image. A good university image will lead to a good university reputation as well. Balmer & Grayser (2006); Fombrun & Shanley (19900; Glynn (2000); Markwick & Fill (1995); Suchman, (1995) cited in Dickinson-Delaporte, Beverland, & Lindgreen (2010: 1858) stated that corporate reputation is a total reflection of stakeholder decisions over a time on organizational communication and actions. Additionally, Martinez & Norman (2004: 26 cited in Rungrat Chaisamrej, 2013: 441) stated that corporate reputation is the sum of organizational appeal built into the feelings of all stakeholder groups. Corporate reputation has more complex dimensions, both in reputational components and longer periods. Kongsompong (2009: 130), described that a good corporate reputation is something that cannot happen by itself or by chance but the organization must continually invest in building a good reputation in the views of all stakeholders.

University reputation management requires organization communication and public relations as a mechanism and tool engulfing building, maintaining and recovering reputation, and recognition for enabling university stakeholders to reach and understand what the

university thinks and performs. Brown (2010: 58) illustrated that the study of corporate reputation involves the 3 big points. Firstly, building a reputation, if the university performance is best but both internal and external university stakeholders do not know, it will be useless. Secondly, maintaining reputation, it is crucial to ensure university stakeholders or group target are always aware of the university. Lastly, recovering reputation, if a university reputation is ruined or threatened, it is important to recover a good university reputation back but university administrators should always be aware that it is not easy to revive bad reputations because university stakeholders do not forget the university's notoriety.

The creation of a university image and a university brand enables the university reputation management to be complete and successful faster and easier. If a university can build a university brand that is famous and popular, it means the reputation of the university as a whole. Laukaikul (2007: 36); Saengratanadet (2010); Ruenrom (2013: 201) stated that corporate identity, corporate image, corporate brand, and corporate reputation are not the same thing, but they are very closely related and can reflect back and forth between each other. The aim of building a corporate brand is, at last, to create a corporate image and corporate reputation, respectively.

Each university has a different context or background according to philosophy, values, vision, mission, strategy, objectives, and goals, etc. Hence, the university reputation has several dimensions. There are numerous and varied quality criteria, standards, or indicators of the university reputation. The Oxford University Center for Corporate Reputation (2008) summarizes that the reputation dimension is multiple. The organizations are not famous in a single aspect but are based on individual's perspective of the reputation aspect.. Reputation has impacted many different dimensions, and the degree of differences is the result of the intermediaries such as media, rule supervisors, rating companies, and professional consultants, etc.

Acknowledgment

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