# UNIVERSITY SOCIAL RESPONSIBILITY:
# CONCEPT OF TRANSFORMATIVE BREAKTHROUGH BASED ON SUSTAINABLE DEVELOPMENT

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*Abstract:* This article discusses about social responsibility from the point of view of higher education. The university in general is an institution with the highest honor in the academic environment. Then the university becomes the instrument of social climbing for most people in society of developing country. University social responsibility (USR) is a principle for social movements, which uses an ethical approach to develop and engage with local and global communities to maintain ecological, environmental, technical, social, and economic development. USR acts is a key player for social change, because USR implies having an ethical quality policy, which regulates the performance of the university community. USR has an impact not only on universities, but also on the global community and society.

*Keywords:* University, Social Responsibility, Community Development

## INTRODUCTION

Corporate Social Responsibility (CSR) is a company commitment to be responsible to society and its surroundings. However, CSR is slowly being debated and accepted over past decade as an action which must be taken by organization including triple bottom-line, they are; profit, people and planet for sustainable development.

In other words, current business entity should apply triple bottom-line principle. The term triple bottom-line is popularized by John Elkington in 1997 through his book entitled Cannibals with Forks, the Triple Bottom Line of Twentieth Century Business. Elkington gave his view that companies which want to be sustainable must pay attention to 3 P (profit, people, and planet). Except for finding the profit, the companies must pay attention and must be involved in fulfilling society welfare (people), and have an active contribution in preserving the environment (planet)(Elkington, 1997). According to the idea, the companies are no longer faced to the responsibilities which are based on the single bottom line, it means; economy aspect which is reflected only in financial

condition, yet it also must pay attention to social aspect and its surroundings (Wibisono, 2007).

Although it is often applied in business, the concept can also be applied for Educational Institution, especially for higher Education. University as an organization should be socially responsible to the society. University as a pillar for human development, should be "socially responsible" for human product (graduate) and as the stakeholders for their potential which will affect the future of business and society. University comes from Latin "universitas magistrorum et scholarium" meaning "the community of students and graduates". Therefore, the key role of university is as the center of human development through teaching and learning (Setiawan, 2018).

Based on the statement above, it can be said that, nowadays, University is a trend setter. It means that University as an educational institution is quite representative and comprehensive in answering problems and changes that occur in societies' live. Therefore, nowadays, there are many universities conducting USR activity in various activities which can give contribution to the stakeholders. USR activity undertaken by the university is often known by community service activities; in this case, it is devoted to stakeholder of the university. There are various activities of the USR activity or community service activity which has been undertaken by university. The activities can be found easily in society, for example; training for Counseling Guidance (BK) teachers in schools, seminar for middle school students, and the activities that directly in touch with society in general, such as extension and training activities for Micro, Small, and Medium Enterprises (MSMEs), or for certain target communities such as nursing mothers, pregnant women, or household industry players.

It shows that the university is indeed a component which cannot be directly or indirectly separated from society's live. University's role within the society in the various fields, both those which directly and indirectly have an impact, should be recognized. One of them is contributions which are given either through the graduates or activities that directly intersect with societies' live. The activities can be community service program or university social responsibility program (USR).

The interesting problems are what and how CSR can be applied to the universities and how the university can strategically manage their social responsible in the USR concept. This paper will propose USR's strategic management framework which is anticipated to balance the social responsible management from the internal and external stakeholders through process of grade creation. Next, USR is explored comprehensively relating to how the university defines their mission (in creating scientific community) and the relationship between USR and the environment, society and economy (labor market).

## METHOD

This research covers literature study which discusses or finds the theory references and references which is relevant to the topic. Literature study design is a series of activities relating to the method of collecting library data, reading and recording, and managing research material (Creswell, 2010).

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The theory and the reference were found by conducting literature study which becomes the basic foundation or main instrument for the research practice. Literature study was conducted by collecting various sources and reaffirming the results of previous research concerning the implementation of University Social Responsibility, as new topic which is discussed in the research.

All data which have been collected will be analyzed using descriptive analysis method, by describing the facts followed by the analysis which is not only describing, but also giving enough understanding and explanation.

## DISCUSSION

### 1. Social Responsibility Framework: from CSR to USR

Social Responsibility has become important concept in Europe and global, and become a part of debate concerning competitiveness and sustainability in the context of globalization. In Europe, Corporate Social Responsibility (CSR) promotion also reflects the need to maintain shared values and enhance a sense of solidarity. Besides, CSR requires European companies to be responsible wherever they operate, in accordance with European values and norms, and internationally agreed standards. Companies of various sizes, which have cooperation with stakeholders, are able to help reconciling the economic, social, and environment ambition through CSR.

CSR must be understood as a concept where company integrates social and environmental concerns in their business operation and in their interaction with their stakeholders. (Green Paper Commission 2001:" Promoting the European Framework for Companies Social Responsibility", COM (2001) 366 Final in Vasilescu, Barna, Epure, & Baicu (2010)). Other terms used for CSR in other literatures are corporate responsibility, corporate citizenship, or corporate sustainability. The definition emphasizes that CSR covers social and environmental issues. CSR cannot be separated from business strategy and company operation. The point is about integrating social and environmental issues into business and operations strategies. CSR is a voluntary concept and a very important aspect which discusses how companies interact with internal and external stakeholders (employees, customers, suppliers, surrounding communities, company associations, government, etc).

Another definition of CSR that is widely used is from the World Business Council for Sustainable Development as cited by Vasilescu et al. (2010). It stated that CSR is a continuing commitment by business entities to behave ethically and contribute to economic development by improving life quality of employees and their families as part of local communities and society in general.

The problem that arises is how business entities get pressure from other stakeholders (investors) to get more profits. Investors do not understand that CSR is able to increase business value by paying attention more closely to and the social and environmental aspects in which the company operates. CSR try to create and take an advantage of the win-win situation for the company and society, hence the company becomes more competitive.

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CSR is increasingly recognized as good business practice and its impact can be seen as contributing to the reputation and performance of the organization. It is become more important because business value becomes more dependent on intangible elements. Qualitative information about the companies (such as risk and chance relating to activities' impact to main stakeholder) is recognized as the main determinant in dealing with commercial problems which are important to any type of business.

Considering those aspects, actually social responsibility can enter to the educational zone. Education, especially higher Education (university) has important position in creating human resources. It is about the need to actively strengthen society commitment in ethical approach, improving solidarity by supporting the students, teachers/lecturers, academic staffs to provide social service for local community, or care for the community both in the economic, social and environmental fields. The purpose is to have sustainable development of a region.

Reiser (2008), in Vasilescu et al. (2010), defined USR concept as ethical quality policy of university performance (students, lecturers, administrative staffs) through management. It has responsible to educational impacts, cognitions, employees, and environment brought by university for sustainable human development. The challenge is that the university has academic freedom and university autonomy, with result that the USR concept cannot be forced and is voluntary.
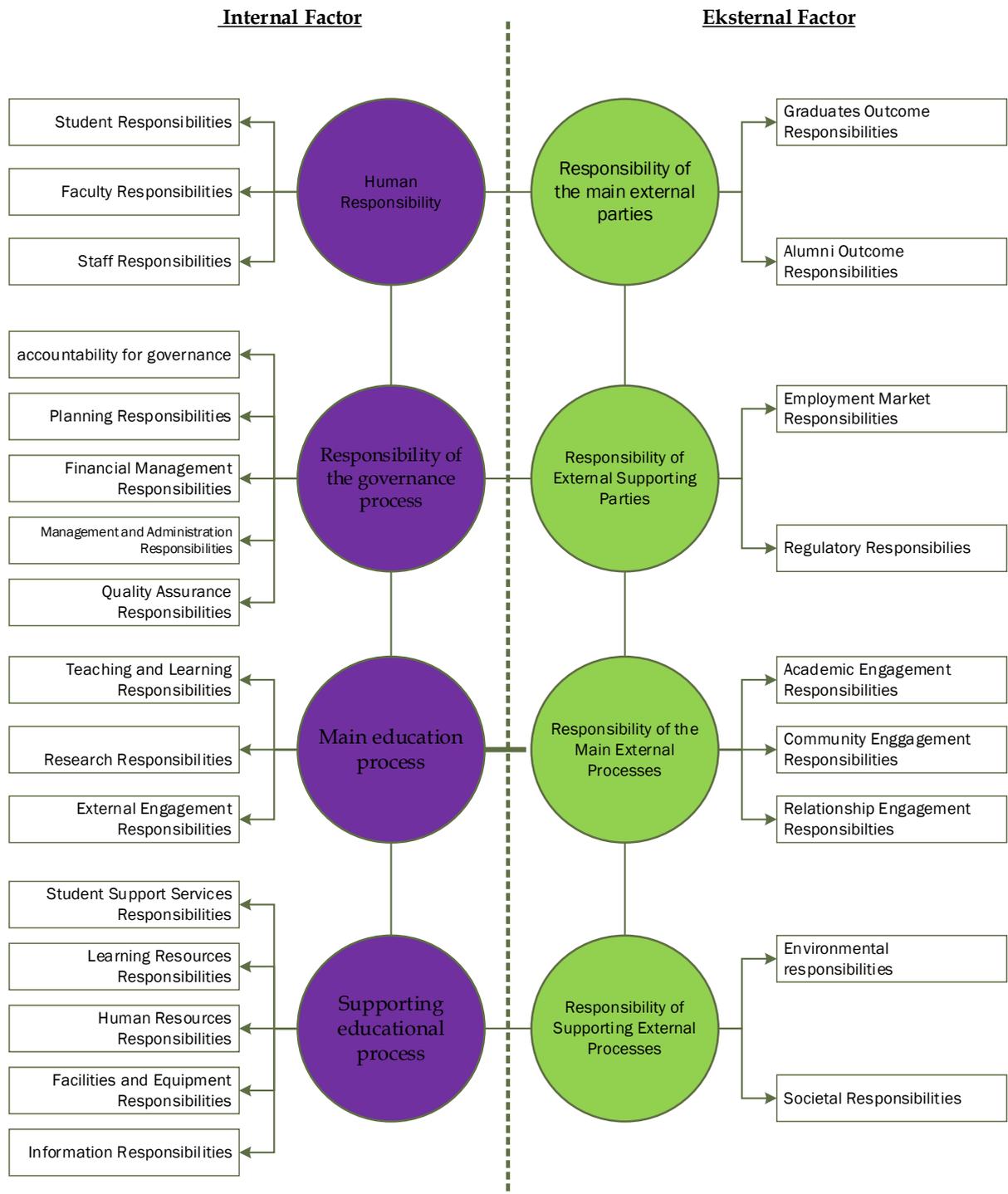
## 2. Conceptual Framework of Management Strategy of University Social Responsibility

Management conceptual framework of USR existed to make sure that USR becomes a part of University Strategic Plan and also gets in the Universities' Visions and Missions. The main objective of USR is to be able to create graduates who have knowledge and competence in accordance with their fields of study, and also have ethics, social spirits, and concern for the environment.

The development of the USR management framework is based on the societies' needs and SWOT analysis in the perspective of university social responsibility (Shawyun, 2011). The framework of conceptual management strategy of USR can be seen in the Image 1.

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Image 1
The framework of conceptual management strategy of USR

__Internal Factor__                              __Eksternal Factor__

| Internal Factor | | External Factor |
|---|---|---|
| Student Responsibilities | Human Responsibility | Responsibility of the main external parties — Graduates Outcome Responsibilities / Alumni Outcome Responsibilities |
| Faculty Responsibilities | | |
| Staff Responsibilities | | |
| accountability for governance | Responsibility of the governance process | Responsibility of External Supporting Parties — Employment Market Responsibilities / Regulatory Responsibilies |
| Planning Responsibilities | | |
| Financial Management Responsibilities | | |
| Management and Administration Responsibilities | | |
| Quality Assurance Responsibilities | | |
| Teaching and Learning Responsibilities | Main education process | Responsibility of the Main External Processes — Academic Engagement Responsibilities / Community Enggagement Responsibilities / Relationship Engagement Responsibilties |
| Research Responsibilities | | |
| External Engagement Responsibilities | | |
| Student Support Services Responsibilities | Supporting educational process | Responsibility of Supporting External Processes — Environmental responsibilities / Societal Responsibilities |
| Learning Resources Responsibilities | | |
| Human Resources Responsibilities | | |
| Facilities and Equipment Responsibilities | | |
| Information Responsibilities | | |

Source: Shawyun (2011), modified by writer.

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Four dimensions of internal ability and capacity:

a) Human responsibility

The basic premise is that people are responsible for using knowledges, skills or competencies that interpret and utilize knowledge within ethical and moral boundaries in taking action. Thus, the three main groups of students, lecturers and staffs must maintain their morals and actions. Moreover, it is developed through education.

b) Accountability of the governance process

Generally, it covers social responsibility from governance, management and administrative, system and its additional mechanism process which is developed to make sure that social responsibility is existed, carried out, and can be monitored through quality assurance system and management mechanism.

c) Main education process

Comprehensively, it puts social responsibility in teaching and learning, research, and community service. This component of education is the main mechanism which must instill and inspire a moral and ethical of student mind.

d) Supporting educational process

It covers process, system, and supporting mechanism in which the institution appreciates all academics and staffs. It also develops a health and conducive environment to support education and the achievement of competent graduates. This system covers non-academic services for students, learning resources, facilities and infrastructure, alumni networks, and management of information resources, as an integrated part to add moral value and social awareness to support the main process of education.

Dimensions of external accountability:

a) Responsibility of the main external parties

It covers main output of the university; they are the graduates and alumnus who are considered ethically and morally capable, able to contribute positively and proactively to the welfare of society.

b) External side responsibility

As the graduates and alumnus who are employed, they must contribute to the workforce, the society as a whole and all stakeholders working within the framework of regulatory requirements. It gives them social awareness. Their actions can increase or damage a thing that comprehensively covers the systems and mechanisms established by the institution to widely involve the communities and societies. Traditionally, it is known as academic service, but great social responsibility surpasses it. It covers commitment and positive involvement with societies to create a better, healthier and more prosperous society which is built on an ethical foundation.

c) Side responsibility in the external environment

It covers the contribution from citizens who are responsible to the society, what and how they do for environmental and society awareness. It shows

that every small contribution to environmental and social protection and conservation will help to build a better society.

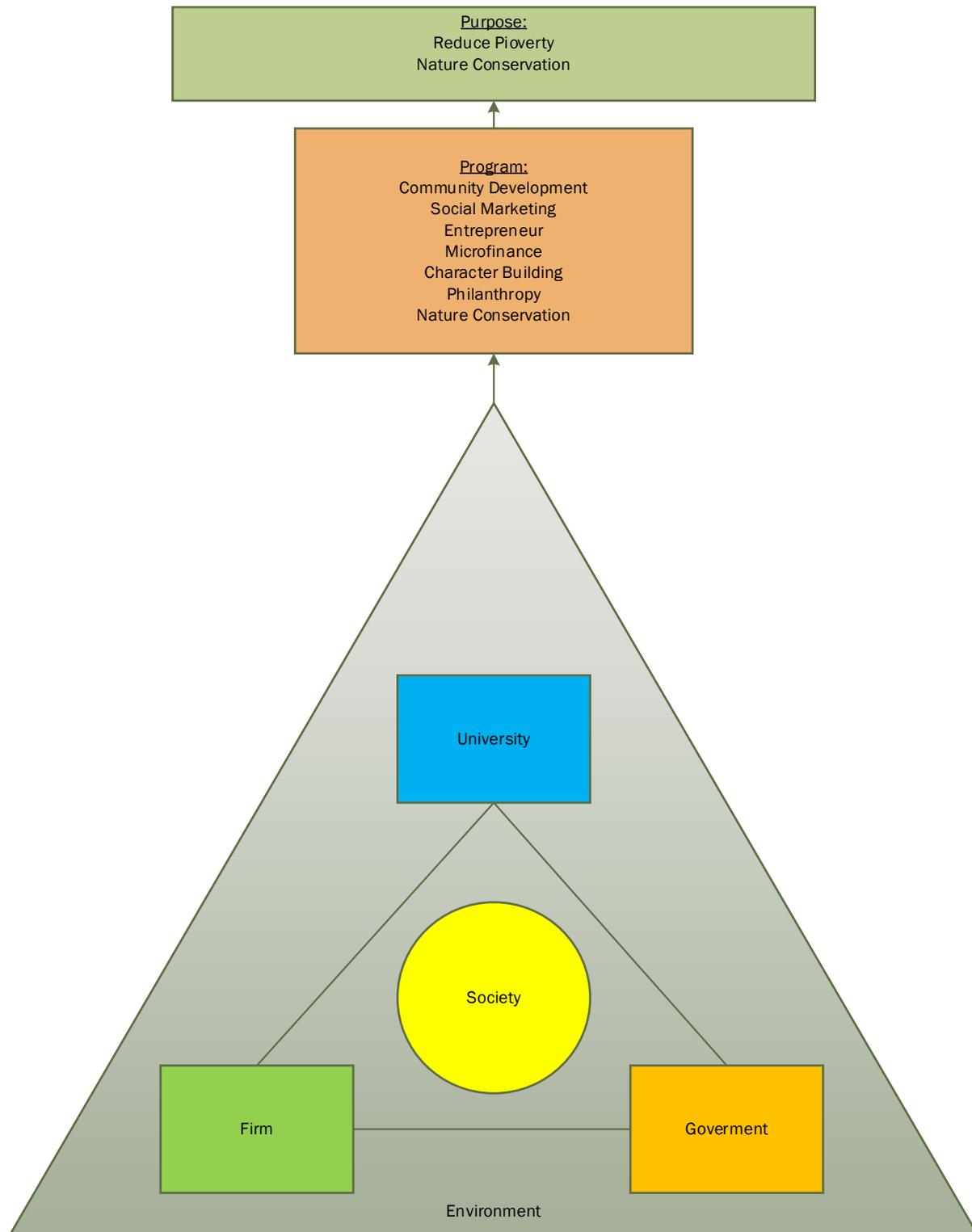## 3. Initiating Partnership Pattern of the University-Government-Company

In establishing partnerships with government and companies, Educational Institution is represented by Higher Education/University. It is established through Tri Dharma Perguruan Tinggi (Tri Dharma of Higher Education). Through research, higher education/university can identify those who are considered as stakeholders for universities, government, and companies (Kartini, 2013).

Research is also able to reveal various social problems considered as an important object and expected by key stakeholders. These three elements must establish open collaborations and mutually provide value- added, so at the technical level it will produce comprehensive and functional CSR creations in all circles.

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Image 2.

Partnership scheme of University, Government, and Company.



Sources: Kartini (2013), modified by writer.

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Universities will be able to optimize their role as part of the solution to poverty and unemployment. For example, providing study opportunities for potential underprivileged students. The rewards obtained by universities are it will enhance the image and positive reputation of stakeholders.

The Universities are easier to take advantage of opportunities to get grant funding or soft loans from foreign institutions which have purpose to strengthen human resources and campus infrastructure.

University is not only viewed as Educational Institution, but also as the institution which will be glimpsed by the company as a strategic place in conducting and developing research. The expected consequence is that financial support can be rolled out productively in accordance with its importance rank.

The taskforce coordinates and plays a strategic role for the interests of companies, governments and educational institutions. Through the utilization of the Agency, then companies, Educational Institutions, and governments can compete at the local, national, regional, and even global levels.

According to explained scheme above, every party involved in partnership pattern has a competency which can collaborate with each other. Educational Institution represented by university is a place where the forerunner of extraordinary resources sprang up. This is reflected from innovative ideas, knowledge instruments, and research methods which can be contributed to the societies' interests.

If the partnership runs in an integrated and contained for societies' interest, it can produce overwhelming effect to reduce poverty and unemployment, especially for prospective graduates from the universities existed in cities and regencies.

Poverty becomes Central Bureau of Statistics (Badan Pusat Statistik) formulation as person's inability in fulfilling their basic needs. Poverty becoming a concern in the social responsibility program is poverty which is experienced by families as the smallest unit of society. To overcome the poverty, social responsibility programs can be developed in combination among community development programs, capacity building programs, scholarships, strategic philanthropic programs, and micro finance in the form of a fostered program. This program certainly involves all parties which are involved in the partnership pattern with level of participation which has been arranged and adapted to a detailed program.

On the other hand, prospective graduate candidates are also needed for a combination program among the program of capacity building, micro finance, philanthropy, and infantry entrepreneur (Kartini, 2013). The following programs are expected to be strategic and accurate to be realized:

a. Program of Social Responsibility infantry entrepreneur

The narrowing of employment as a result of the economic crisis has increased the number of unemployed, including those from university graduates (fresh graduates). As a strategy to reduce unemployment among graduates, companies and governments can implement infant entrepreneurship programs

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meaning that students become entrepreneurs / business people when they are still university.

Social Responsibility program is started from submission of business plans made by students individually or in groups. From the selected business plan, it is going to be determined, and the most feasible business plan will be funded by the company or city/district government. The success of students in carrying out the business plan into a real business will create jobs for these students and also other society's members.

b. Program of Social Responsibility for Potential Youth

The current world of work is not enough to accommodate the number of prospective workers from undergraduate circles. The effort that must be conducted is creating a program that enlivens the creative soul in young people, and triggering their potential to grow spirit of effort that leads to productivity. Next, it is able to provide a multiplier effect on the economy of the city / district societyy. There is great potential that can be carried out by the social responsibility program, namely the creative industry, and information communication and technology (ICT) and the tourism or culinary industry.

Potential of young people can be optimized through social responsibility programs. They are young people come from all universities existed in city/district. Through the identification process, they are invited to join a business community in which there are several potential young people who have different skills according to their fields.

This business community can be formed to enter the industries which are offered. Then, they will be facilitated by universities, companies and the government in terms of funds, strategies, infrastructures, and policies which support them, so they can create and run their business, and when they are independent, they create employment for others.

c. One Roof Manpower Recruitment Program

This program is a program which can be and has been carried out by the City / Regency Manpower Office, the company itself, or a university; however the effect is not optimal. The concept which involves a partnership pattern between the company, the government and the three elements will work hand in hand and it is located in one roof to attract prospective workers from qualified prospective graduates.

This program is a combination program of training, internships, routine job fairs, and recruitment through easily accessible information which is very

useful for prospective graduates. All this time the three elements worked separately or cooperatively only in the short term. With this partnership pattern, universities, governments, and companies will be synergized, optimal, and long term in reducing the unemployment rate from prospective graduates.

## 4. Concept Relevance with Previous Researches

According to the article by Giuffre & Ratto (2014), it is emphasized that universities which are solely focused on personal development are now no longer appropriate. This is because socio cultural changes of the knowledge owned by the society have accelerated the process of evolution of universities. The purpose of the study is to analyze and see the extent of the Social Responsibility University's role as a relevant issue in a university. USR can be defined as the ability of the university to disseminate and implement a set of general principles and specific values, using four key processes: Management, Teaching, Research, and Extension. However, USR still must pay attention to the quality of management and accreditation framework. Generally, Social projects at universities involve technical activities and institutional supports through volunteer. It had been conducted in Agronomy Faculty of Buenos Aires University.

The research conducted by Chen, Nasongkhla, & Donaldson (2015) emphasize that social responsibility is an organizational voluntary responsibility which has impact, namely; decisions and activities on the society and the environment, through transparent and ethical behavior that contributes to sustainable development, health and welfare of the society. By promoting sustainable development practices in management at the higher education institutions, universities can demonstrate their commitment of the social responsibility practice and instill it as part of the university's philosophy. Social responsibility must be embedded into the core of values and functions of university practices in every level. This research explores the concept of university social responsibility (USR) and presents a framework of limitations to identify ethical issues in the current global-modern world.

The research conducted by Mohamed (2015) aims to develop the framework of the University Social Responsibility and Sustainability (USR & S) with a focus on South Valley University (SVU) with case studies of universities in Egypt. The research data was obtained from a meeting conducted by 12 deputy deans who discussed social responsibility and environmental issues. The proposed framework is to integrate social responsibility with strategic management through the establishment and maintenance of a vision, mission, values, goals, and management system; policy elaboration; provision of action; service evaluation and development of social collaboration with stakeholders to meet the needs of the society and the environment, now and in the future. This

framework internally and externally connects to various stakeholders using communication and reporting instruments. The result shows that SVU integrates social responsibility and sustainability in its strategic plans. SVU has policy and action, yet it is still fragmented and lack of proper budgeting structures. However, the proposed framework can be useful for researchers and decision makers from the University of Egypt in particular and in the world in general.

Dagilienė & Mykolaitienė (2015) conducted research concerning disclosure of social responsibility in the Annual Report of Universities in Lithuania. The result obtained was there were not all universities revealed the theme of environment and education. Most reports reveal only economic and social fields. In addition, the university's annual report also has no standard guidelines, so disclosures between university reports cannot be compared. Dima (2017) proposed a University Social Responsibility Reference Framework for European universities. It is comprehended as response to the European Commission's priority policy regarding the need for strategy of social responsibility for all European universities. The University Social Responsibility Reference Framework for European universities is intended to create a model in order to increase the university's social responsibility in a long-term perspective. The method used in making this model is a bottom-up approach by taking samples from good practices at European universities.

Starting from a series of research studies on USR, in fact, the USR concept is a social concept that is still quite new and the concept still borrows a lot from CSR research. In its concept, USR seeks to provide a framework and practice of strategic management related to the development and management of society responsibilities which are based on universities. The university as a candidate for reliable brain ware is expected to widely contribute to the society. In the end, the success of USR implementation depends on optimal managing internal capacity and capability.

## CONCLUSION

As conclusion, this research tries to strategically develop management framework of USR by managing the components which is focused on its social responsible. This research borrows much of CSR research, literature, and strategic management practices. It is believed that this research limits the framework to concretize approaches in developing and managing social responsibility from universities based on the basic premise that the university's main output is graduates who possess scientific competencies according to their fields, and socially, environmentally, ethically, and morally responsible.

This article needs to be raised, even though USR is still in its early stages, with academics still debating the role and scope of USR constituents, basically it has to look forward and proactively include USR as part of the management of the institution. This research presents the social responsibility of the institution to be embedded in its internal systems and processes. It also states that the capacity and capability of internal processes will ultimately create the graduates who are aware and responsible to the environment and social for productive society welfare.

Based on this premise, this research recommends management framework of USR strategy consisted of two mains component; first, analyzing internal and external social environment (Image 1), and identify the capacity and ability of internal social responsibility and social positional responsibilities to be considered, so it can formulate a strategy for managing social responsibility.

Second, implementation of social responsibility strategy is undertaken by creating or establishing capacities and capabilities of internal social responsible. It aims to achieve social responsibility based on the main internal and external factors. In conclusion, this research attempts to develop a strategic USR management framework by strategically managing components which are focused on the social responsibility.

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