

Facebook Integration and Its Measurement of Success for Fundraising Activities by Private International Universities in Thailand

Diana Riesenberger and Henry Foster

Abstract

Social media continues to grow, and many universities use it for communication. Facebook is integrated into more recruitment and fundraising campaigns. Private international universities occupy a unique niche within Thailand. While Thailand is active online, it was unknown if Facebook was being used by universities for fundraising.

This study used two approaches consisting of quantitative and qualitative research design. Detailed Facebook data were collected from 12 institutions. Questionnaires administered via interview of marketing and advancement staff were conducted with selected universities. One research purpose was to determine the relationship between types of university Facebook posts and users' responses. The second purpose was to determine if there was any relationship between Facebook posts and funds raised as a measurement of success. Data was analyzed using Pearson's correlation, Chi-square, Analysis of Variance (ANOVA), and Fisher's exact test.

Four statistically significant relationships were discovered between university Facebook post categories and users' responsiveness. Although no association was found between frequency of Facebook posting and success measurement, some universities shared success stories. It was concluded that private international universities in Thailand were still developing strategies for Facebook fundraising integration. Further research was recommended in this area to understand why some institutions were more successful than others.

Keywords: *Social media, Facebook, fundraising, higher education, private international university in Thailand*

Introduction

Around the world, higher education institutions have been incorporating social media into their fundraising campaigns. Several case studies have reported substantial success (Arnett 2015, Sherman, 2011, Slover-Linett & Stoner, 2010, 2011, 2012, 2013, 2015). While some universities have raised millions of dollars, others have struggled to successfully integrate social media.

Many research studies have been conducted to understand the psychological motivators behind online communities and how to influence user behaviors. Over 2 billion people have social media accounts as of August 2014, and the figure continues to grow (Kemp, 2015). Due to the vast audiences and potential impact of social media, universities have sought to integrate Facebook and other leading social media into fundraising campaigns.

Social media has been providing higher education fundraisers insights into audiences' interests via demographical data, analytics of interests, reviews and other e-word-of-mouth comments (Schivinski & Dąbrowski, 2013). Extensive studies have revealed data and cases for the effective use of social media integration into fundraising campaigns, predominantly in higher education in North America (Arnett 2015, Sherman, 2011, Slover-Linett & Stoner, 2010-2015). Examples of social media integration for fundraising have been documented in many successful cases, such as Columbia University's "Giving Day" which raised \$6.8m in 2012 and the Southern University System Foundation's "Million Dollar March," which raised \$1.2m in 2014 (Arnett, 2015).

These studies have illustrated how integrating social media into fundraising campaigns can be extremely effective to raise funds, as well as expanding awareness and institutions' alumni and donor

audiences. Reynolds (2011) and Slover-Linett and Stoner (2015) all found that institutions were posting on Facebook for the purposes of sharing news, brand, events, promotion, thanks, quotes, service or values, as well as recognizing alumni, fundraising or donors, or sharing videos or other social media. Slover-Linett and Stoner (2015) also found that fundraising campaigns may be more effective when integrating social media, which can raise campaign awareness and where users may either click to give or are directed to a giving webpage or other online giving site. CASE, the Counsel for the Advancement of Schools and Education, has done some of the most extensive international surveys reporting over 10 years of social media and fundraising related data for higher education. However, their surveys reflect only about 3% of the countries of Southeast Asia (Slover-Linett & Stoner, 2010, 2011, 2012, 2015; Slover-Linett & Stoner, 2013).

Southeast Asian universities could benefit from utilizing social media for fundraising purposes. Social media has been considered to be a “free to low-cost” communication method and it could be applied to smaller institutions, especially in a developing region such as Southeast Asia (Reynolds, 2011). Considering the high number of users on Facebook, in addition to the compelling funds raised in the United States (Slover-Linett & Stoner, 2015), universities in Southeast Asia appear to not have effectively integrated Facebook for fundraising or donation purposes.

The research questions in this study were as follow: What were users’ responses to university Facebook posts? And if there were users’ responses, were there any relationships between user responses and fundraising related post categories? The second part of this research sought to determine if there was relationship between users’ responses to Facebook posts and measurement of success (funds raised, event participation, volunteering).

This research study aimed to investigate the current status of Facebook pages of private international universities in Thailand, particularly Facebook post categories related to fundraising posts, and their success. It observed Facebook posts on pages of the universities and observed measurements of success, including user responsiveness. Interviews of university staff were conducted to further understand user responsiveness and measurements of success. This study sought to determine if users were responding to universities’ Facebook fundraising-related posts. Determining this association may help institutions maximize their Facebook strategies to increase users’ responsiveness and increase their success.

Literature Review

While many studies have been conducted to determine the effectiveness of integrating social media into fundraising campaigns, the literature review revealed that little research had been conducted regarding how international universities in Southeast Asia plan, use or apply social media in their fundraising initiatives.

This literature review overviewed the main research findings for social media and its incorporation into fundraising initiatives for higher education. Higher education research regarding social media incorporation, and also research studies for social media fundraising for non-profit organizations were included due to its relevancy.

Social Media, Facebook

Facebook and other social media have been used “recognize, affirm, validate, acknowledge, understand, appreciate,” and has been one of the social media motivators that people use (Balick, 2013, p. 31). In order to engage audiences better through social media for non-profit organizations, Kent and Taylor (1998) were cited as introducing “the subject of online relationship development to public relations, and many have advocated for organizations to implement strategic virtual communication strategies to cultivate relationships with key stakeholders.”

Because social media has helped spread relevant global issues or causes, also known as “trending,” brands have also integrated social relevancy and their brand values. As 1.59 billion users were reported on Facebook in 2015 (Statista, 2015), it is understandable that fundraisers for universities would want to capture those audiences.

Fundraising via social media has had a variety of reports in terms of giving. Some institutions have raised millions in a 24-hour time period, such as Columbia’s “Giving Day” (Arnett, 2015), while others have been unable to trace funds in relations to their various social media efforts (Reynolds, 2011). Universities – both public and private – turn to fundraising, because tuition alone does not cover the operating expenses of most universities. Social media presents a perceived low-cost solution for university fundraising.

Therefore, these interactive social media relationships between organization and user can lead to great social awareness and fundraising opportunities. Some well-known examples include the ALS Ice Bucket Challenge (Amyotrophic Lateral Sclerosis, commonly known in the US as Lou Gehrig's Disease) which went viral on Facebook in the summer of 2014 and raised awareness plus over \$220 million globally (Gebelhoff, 2015). While this was a fundraising challenge for users to participate in, other businesses have also had significant campaigns to increase their brand recognition and give a benefit to users. Such was the case with American brand Kohl's in their social media “\$10 million give away” which led to a user interactive competition giving \$500,000 to the most “liked” high schools and academies, (Hajewski, 2010). User engagement and interaction is key to social media fundraising.

In terms of fundraising in higher education, the Counsel for the Advance and Support of Education (CASE) has done the most extensive surveys, collecting statistical data along with some analysis and individual case studies.

Related Key Findings: CASE Surveys & Applications

The first study of social media in higher education by CASE was conducted in 2010 (Slover-Linett & Stoner, 2010), and similar surveys were conducted through 2015. The first report following the initial survey, “Succeeding with Social Media: Lessons from the First Survey of Social Media in Advancement,” showed overall survey findings along with several case studies of individual institutions and their unique social media strategies and applications (Slover-Linett & Stoner, 2010). The most recent CASE survey in 2015 focused on areas of effectiveness, staffing and “shifts in channel use, what success looks like, frequency, key tools” (Slover-Linett & Stoner, 2015, p. 5).

Facebook and YouTube still remain the two largest social media platforms (Digital Insights, 2013), and therefore they were usually the first social media platforms that are developed by universities. Universities often developed their websites, such as news pages and blogs to work in conjunction with their social media, thus improving audience reach (Slover-Linett & Stoner, 2015). Some universities, such as Georgetown, utilized alumni ambassadors to expand audience reach by using the authentic voices of their alumni.

All surveys reported growth in social media for fundraising, either by donor audience reach or in funds raised. Comparing surveys, they all address social media type, need for strategy and how the institutions measured their effectiveness, through simplistic likes/views metrics. While the 2011 survey showed that 66% of institutions were using social media to “connect” with donors (Slover-Linett & Stoner, 2011), the 2015 showed 35% “engagement” with alumni and donors (Slover-Linett & Stoner, 2015). “Connect” in terms of passive, one-way communication, news broadcasting, or “views,” while the “engagement” referred to audiences commenting, sharing, or clicking to links or making donations (Slover-Linett & Stoner, 2015). The percentage decreased, but the metric of measurement became more meaningful and dynamic, rather than the vague estimation from the 2011 survey.

User Responsiveness & Measurements of Success from Institutions

As institutions adjusted their social media planning and strategies, their measurements for success became more concrete. However, their metric of “success” has increased in sophistication over the years with engagement (commenting, sharing or donating) (Slover-Linett & Stoner, 2015). This is a more meaningful measurement, which had in earlier surveys been measuring their success metric as number of “touches” (friends, click-throughs, participation) (Slover-Linett & Stoner, 2011, p. 17). “We’re just starting to measure engagement at the most basic level using three things . . . event attendance, made a contribution or serves on a volunteer board.” (Slover-Linett & Stoner, 2015). While the surveys don’t go into depth regarding the specific relationship between alumni audience reach and fundraising, giving was one of the measures. In 2014, 47% of those surveyed said they were using social media to fundraise, while in 2015, it rose to 57%.

The institutions surveyed said they were raising relatively small amounts, with 83% in 2015 indicating that social-media-based fundraising represents 5% or less of their institution’s total. The funds were still significant, as the trend in growth of funds raised by integrating social media continues. The 2013 CASE reported the highest jump in social media giving, with 67% of institutions surveyed saying they raise up to at least \$10,000 through integrating social media into their fundraising campaigns (Slover-Linett & Stoner, 2013). The 2015 report shows a similar percentage for the up to \$10,000 range. However, in the \$100,000+ range, while the 2013 reported 6% of institutions surveyed, 2015 reported 13%. (Slover-Linett & Stoner, 2015). Days of giving, crowdfunding and alumni or peer fundraising advocates are amongst other growing social media trends for higher education (Arnett, 2015).

While the North American examples show the application of theory and social media integration leading to success, Southeast Asia lacks literature about fundraising via social media.

Thailand: Facebook & Social Media Usage & Charitable Giving Findings

In the Thai literature, there was documentation of universities using social media for purposes such as student recruitment or as a learning tool. However, there was no literature found directly related to Facebook fundraising by universities in Thailand. However, a few cases were found regarding Thai’s use of Facebook for fundraising towards social causes, outside of the education sector. Some literature regarding Thai attitudes and culture towards charitable giving was also included. Due to language limitations in this study, the following contains an overview of Thai research literature with the help of native Thai research assistants.

Thailand ranked #2 in a global comparison of 30 countries in time spent on the Internet (Kemp, 2015). This high usage rate combined with Thailand’s ranking of being the top fifth for average hours of social media use, 3.8 hours, indicates that Thailand has active participation in social media. Facebook was identified as the most active social media channel in Thailand, and Facebook users represent over half of the entire country, 58% of the population (Kemp, 2015).

Similar to the North American findings, Facebook has been shown to be an effective learning tool in Thai research, benefiting students (Trisittiwat, 2014), and improving classroom communication (Somboon, 2010).

In regards to charitable giving, a study of the Asia-Pacific region showed Thailand ranked #1 out of the Asian countries interviewed. Research showed that 70.5% of Thais are involved in charitable giving (Emerging Markets More Likely to Donate, 2015). The same study indicated that the #1 type of charitable cause was in the category of children’s health and children’s education.

The largest online giving hub for non-profit organizations in Thailand is the ThaiGiving website (ThaiGiving, n.d.). However, the amount of activity and funds raised through the website was unknown. Social media giving in Thailand through organizational campaigns and personal appeal were represented. Accounts of a 24-hour response to a Facebook post (Nsubuga, 2016), involving an incident of an individual needing an emergency blood transfusion were documented.

The Red Cross of Thailand is a leading organization that raises awareness through social media. Their ongoing campaign uses the hashtag “Jeb-Nee-Peur-Ter,” meaning donating blood may hurt but it’s worth it to help (Thepkhamram, 2014). The Red Cross utilizes the social motivator of saving lives, in addition to making merit, which is linked to the national religion of Buddhism.

Some studies showed that the Thai attitude towards charitable giving may be tied to Buddhism and its beliefs in reincarnation (Dhammananda, 2002). Therefore, giving to charities is an act of making spiritual merit, and is a valued characteristic of Thai culture (Kanchanachitra, 2014).

Although there were only a few instances of social media fundraising in Thailand, one scholarly article was found. It was a study regarding motivators for giving to the Homeless Dog Foundation, in which donors were made aware of this cause through Facebook (Keawsuk, 2014). While it seems that there is some activity of online and social media giving in Thailand, it may either be a non-researched topic, or there is little motivation to research this area.

Since Thailand has been shown to be a giving culture and Thais are very active on social media, the lack of research findings regarding donating via social media comes as quite a surprise. However, fundraising in cross-cultural settings has been shown to differ from Western fundraising in concept, process, and goals (Connor, 2002), and so this may help to explain the lack of literature. So, while Thailand may be active online, and also culturally and religiously inclined to give, there are knowledge gaps as to why social media is not being utilized as a means to give to higher education.

Based on the knowledge gap in the literature, the conceptual framework of this research was as follows:

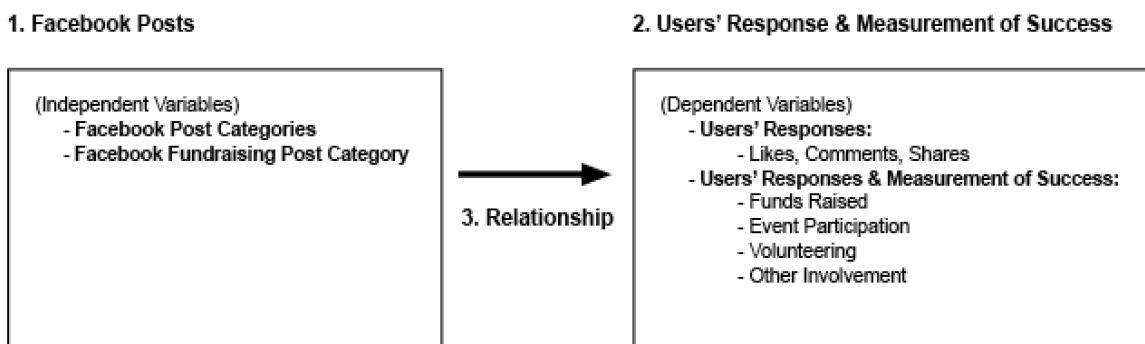


Figure 1. Conceptual Framework for Study

Methodology

To determine the status of Facebook integration into fundraising campaigns by private international universities in Thailand, both quantitative and qualitative research designs were used. Together both data types can give clearer understanding of a research area, versus using only one type of data alone (Creswell, 2014). This was also considered a good research design, building upon the strengths of both methods (Creswell, 2014). Sequential process was selected because one method alone was insufficient to address the research problem.

Quantitative Facebook Data

The first part of this study consisted of Facebook data from 17 private international universities within Thailand. There are 71 private universities or colleges, 17 of which have international programs (Office of Higher Education Commission in Thailand, 2016, Thai Ministry of Education via World Education Services, 2014).

Only official university Facebook pages were included in the data collection, with the rationale that these pages had a level of validity of university authorship, and were verified as actually representing

those institutions. Other pages, such as unofficial or user-generated pages were excluded because the author was not an official university entity. Additional inclusion criteria for the Facebook posts were that the primary purpose of the post was clear, such as in “promotion,” “event,” and so on, as listed later in the data analysis plan. Data was collected from university Facebook posts in four random weeks by quarter in cluster sampling.

English was the language analyzed, as the universities were international, and English was appointed the language by the Association of Southeast Asian Nations (Association of Southeast Asian Nations, 2015).

Posts were initially categorized, based on a similar research done in the non-profit sector by Reynolds (2011), but were then modified, excluding unused categories. The data was organized by university, along with totaling the user feedback for each category as “like,” “share,” or “comment.” These types of user responses were totaled by their category (liked, shared, commented) and their relative percentages using descriptive statistics (Trochim, 2006).

Next, in order to analyze user response and fundraising posts on Facebook by private international universities in Thailand, the data were isolated, removing all other categories except for fundraising, and the user response for fundraising likes, shares and comments. In order to determine if there was any statistically significant relationship between the users' responses on Facebook posts and users' responses on fundraising posts from private international universities in Thailand, the data was analyzed using Pearson's Correlation to determine relationship between the two variables (Leedy & Ormrod 2005).

Interviews

Of the 17 universities, all were approached to participate in interviews. The relevant offices targeted were Advancement, Marketing, Media, Communications or other related offices, as such individuals would be likely to have an understanding of university social media and if it was being integrated into fundraising. Seven universities opted to participate in the second part of this study, with a total of 17 individuals. The universities that chose not to participate in this research gave the following reasons: the information was too confidential to share, or their institution was not staffed with any such individuals.

The 17 individuals from seven universities came from following offices: Advancement, 5 (11.90%); Alumni, 6 (14.29%); Communications, 12 (28.57%); Marketing, 15 (35.71%); and Others, 4 (9.52%). Some interviewees identified their offices in multiple categories, as serving multiple areas.

Interviewees of the various institutions said their institutions offered the following programs or special focus areas (multiple categories may be applied to a single institution): undergraduate/baccalaureate, 14 (40%), graduate, 11 (31.43%), associate, 2 (5.71%), trade school or special focus, 5 (14.29%), others, 3 (8.57%). Student enrollment ranges as follows: Less than 1,000 students, 2 (11.76%); 1,000 - 4,999 students, 11 (64.71%); 10,000 - 14,999 students, 1 (5.88%); and 20,000 or more students, 3 (17.65%).

Sequential design for both the data collection and analysis was selected because both build upon each other and are well suited for an explorative study, allowing for adjustment and improvements because, “This provides opportunities for continuous improvement of sampling and methods of analysis.” (Bovaird & Kupzyk, 2010).

Facebook data was collected and analyzed, focusing on the Facebook posts for fundraising and donor recognition category. Following that, the additional data were collected in the form of questionnaires administered via interview from the various universities. The data from the second part was then organized and analyzed. Finally, both findings were compared with one another.

Data was collected and entered into Excel and analyzed. Data analysis methods for the interviews were descriptive statistics, one-way ANOVA, Chi-square and Fisher's Exact test.

Analysis was again classified at the 0.05 level for Social Sciences. Analysis was also conducted to determine if there were any significant relationships between the categories posted to Facebook and their measurement of effectiveness. Additional comments given from interviewees were also documented. Repeated or unique stories or themes were described, along with quotes from the respondents.

Findings

The universities' Facebook data documented the types of posts institutions were posting and user responsiveness, while on the other hand, the interviews with institutional staff gave insights to the intentions and Facebook goals of the institutions. Although the initial focus of this research focused on fundraising and donor recognition, it was discovered that the institutions had different measurements of success.

Quantitative Part: Facebook Data

A total of 364 Facebook posts from all the universities comprised the sample during the selected four weeks. The three post categories used by most from those universities were 1) promotion 2) brand/campus/ classroom, and 3) quotes/memes. Promotion/call to action represented 114 posts (31.32%), brand/ campus/classroom, 78 posts (21.43%), quotes/memes, 44 posts (12.09%), news sharing, 39 posts (10.71%), event, 28 posts (7.69%), video, 28 posts (7.69%), alumni, 10 posts (2.75%), fundraising/ donor recognition, 10 posts (2.75%), service/values, 8 posts (2.20%), and thanks/recognition, 5 posts (1.37%).

University 15, which had an enrollment range of 1,000 – 4,999 students, had the most Facebook posts of 50. The lowest number of posts for the time period was 2 from University 9 (5,000 – 9,999 enrollment) and University 16 (20,000+) enrollment. The average number of posts was 30.33 during the 4 weeks when activity was sampled. It appeared that an institution's size did not relate to their Facebook posting activity.

Rather, an institution's Facebook user following size was related to user responses to posts. Users reacted to their posts ranging from 0 responses to 304,103 responses. The top three categories for user response (likes, shares, comments) were as follows: quotes/memes likes (304,103), brand/campus/classroom likes (155,109), and promotion likes (16,393).

Use of Facebook Posts for Fundraising

Table 1. Status of Facebook Social Media Posts for Fundraising Category by Private International Universities in Thailand with User Response

University (Enrollment Range)	Fundraising / Donor Rec.	Fund - Likes	Fund - Shares	Fund - Com
University 1 (1,000 - 4,999)	2 (20%)	300 (28.2%)	18 (4.2%)	18 (47.37%)
University 2 (1,000 - 4,999)	6 (60%)	608 (57.14%)	405 (94.41%)	19 (50%)
University 7 (15,000 - 19,999)	1 (10%)	132 (12.41%)	5 (1.17)	1 (2.63%)
University 8 (5,000 - 9,999)	1 (10%)	24 (2.26%)	1 (0.23%)	0 (0%)
Total	10	1064	429	38
Percentage to Total Posts (364)	2.75%	0.19%	5.22%	1%

Out of the posts analyzed, only 4 institutions were found to be using Facebook for fundraising purposes; please see Table 1. There were a total of 10 fundraising related posts. These 10 posts represented 2.75% of the total number of posts by all universities. 60% (6 posts) of the fundraising

related posts were from one institution. These findings show that a few private international universities in Thailand are using Facebook for fundraising purposes.

Table 2. Relationships between Social Media Posts Categories and Social Media Posts for Fundraising of Private International Universities in Thailand

		Fund - Likes	Fund - Shares	Fund - Comments
News - Shares	Pearson			
	Correlation	0.690**	0.824**	0.522
	Sig. (2-tailed)	0.013	0.001	0.082
News - Comments	Pearson			
	Correlation	0.471	0.624*	0.342
	Sig. (2-tailed)	0.122	0.030	0.277
Alumni - Comments	Pearson			
	Correlation	0.299	-0.078	0.590*
	Sig. (2-tailed)	0.345	0.809	0.043

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Results showed that there were four statistically significant relationships between the user response of different categories towards the Fundraising posts and its user response details. Based on the literature review, this was relevant to note because users may influence the popularity and reach of a Facebook post.

Pearson's Correlation was used to analyze the data; please see Table 2 above. Results showed that there was a statistically significant positive correlation between News Shares by users and Fundraising likes by users ($r = 0.7$, $p = 0.01$). There was also a strong statistically significant positive correlation between News Shares and Fundraising Shares ($r = 0.824$, $p = 0.001$). Findings also revealed a significant positive relationship between News Comments and Fundraising Shares ($r = 0.62$, $p = 0.03$). Results also showed that there was a statistically significant positive correlation between Alumni Comments and Fundraising Comments ($r = 0.59$, $p = 0.043$). These results indicated that one type of user response occurred another also increased. Further research would need to be conducted to understand the correlations.

Qualitative Part: University Staff Interviews

The second part of this study addressed the types of social media used by the selected private international universities in Thailand, as well as if it was being incorporated for fundraising purposes. The first section of questions addressed social media types and frequency of posting. All universities were using Facebook, but only a few were using it for fundraising purposes.

Respondents ranked their purposes for posting on Facebook; please see Table 3. In response to the question, "If using Facebook, which of the following are the main purposes for posting on Facebook?" respondents ranked their Facebook posts by category, or purpose, in order of the "most used" (1) to "least used" (10). Some respondents did not use all categories.

The responses to this question were mixed. For some categories, there were rankings the respondents seemed to gravitate towards, as in news sharing and event. Note that not all respondents filled out this ranking question completely.

One respondent spoke about the objectives. They shared how they post to Facebook mainly for recognition, but "we have done some YouTube videos [for fundraising campaigns]. But it's basically for recognition." Their fundraising calls for action have been present, but with 150-200 posts per month, and if there are 2-3 calls for action in the same month, then the percentage of posts is quite small."

Though their fundraising and donor articles posted on Facebook have been mainly for recognition, they noted those posts added to the overall success of a fundraising campaign. Also, they addressed the primary purposes of posting to Facebook, and secondary purposes.

Table 3. Facebook Posting Categories Ranked Most to Least Used

Purpose for Posting on Facebook	1 Most Used	2	3	4	5	6	7	8	9	10 Least Used
News Sharing	8 (5.56%)	3 (2.08%)	2 (1.39%)	0	0	(1.39%)	0	0	0	0
Brand, campus or classroom	2 (1.39%)	4 (2.78%)	2 (1.39%)	2 (1.39%)	1 (0.69%)	1 (0.69%)	2 (1.39%)	0	0	0
Event	3 (2.08%)	2 (1.39%)	3 (2.08%)	4 (2.78%)	1 (0.69%)	0	0 (0.69%)	0	0	0
Promotion or call to action	4 (2.78%)	2 (1.39%)	2 (1.39%)	1 (0.69%)	3 (2.08%)	0	(0.69%) (1.39%)	0	0	0
Thanks or recognition	0	0 (1.39%)	2 (1.39%)	2 (1.39%)	1 (0.69%)	0	(1.39%) (1.39%)	(1.39%) (0.69%)	(0.69%) (2.78%)	
Quotes, memes or comics	1 (0.69%)	1 (0.69%)	1 (0.69%)	2 (1.39%)	0	0	3 (2.08%)	2 (1.39%)	2 (1.39%)	1 (0.69%)
Service or values	0	(1.39%)	(1.39%)	0	(0.69%)	(2.08%)	(0.69%)	(1.39%)	(2.08%)	(0.69%)
Alumni Fundraising or donor recognition	0	0 (0.69%)	(0.69%)	1 (1.39%)	2 (2.08%)	3 (2.08%)	1 (0.69%)	(2.08%) (1.39%)	(1.39%) (5)	0 (6)
Video/other SM share	0	0	0 (0.69%)	0 (1.39%)	0 (1.39%)	0 (1.39%)	0 (0.69%)	0 (3.47%)	0 (4.17%)	

This respondent stated that an article was written and posted to Facebook every time a donation was made, to thank and recognize the contribution of their donor. In referring to a specific campaign, the respondent shared how integrating Facebook increased the success of that campaign, but that the Facebook posts were more to update the milestones and gifts made. “It was not that Facebook was launched specifically for fundraising. It was like we started recognizing [our donors] and in fact one of them loved the publicity and he keeps returning [as a donor].”

Another respondent shared that they mainly use Facebook and other social media in reaching their large alumni audiences. Several reported that LINE social media was used with alumni. Some shared that it was due to their alumni around the world, who they successfully involved in their international student recruitment.

Overall, the data from the interviews revealed the various types of social media and their frequency of use by the selected private international universities in Thailand. The findings show that Facebook is the predominant social media across all institutions interviewed. Interestingly, there were a variety of secondary or experimental types of social media used as well. The findings also indicate the purposes for which institutions are posting to social media based on responses of those interviewed.

Qualitative Part: Facebook Funds Raised as a Measurement of Success

While some institutions may have placed an emphasis on “Funds Raised” as a measurement of effectiveness, others indicated different measurements of success. Emphasis was placed on Event Participation (23.53%) and Volunteering or Involvement (23.53%). Funds raised as a success measurement was ranked less at 17.65%. Other involvement had one response (5.88%). See Table 4.

Table 4. Measurement of Effectiveness for Fundraising Integrating Social Media

Response	No. of Responses	Percentage (%)
No response / Not used	5	29.41
Funds Raised	3	17.65
Event Participation	4	23.53
Volunteering or involvement	4	23.53
Other	<u>1</u>	<u>5.88</u>
Totals	17	100

However, the majority of respondents either gave no response or said social media was not integrated into their fundraising campaigns (29.41%, please see Table 4). This question was specific to fundraising posts, but in another response, respondents stated that “likes” were also a priority for Facebook post effectiveness. Several interviewees shared their thoughts about these questions. While some comments were related to cultural context, some were related to organizational structure or policy.

Some respondents said that their unit did not work closely with the fundraising unit. Others confirmed that their units worked together on projects such as fundraising campaigns and reporting on such activities. They shared how the stricter control raised overall campus awareness, due to consistency of brand messaging. Yet at the same time, they sometimes felt uninformed or uninvolved. Respondents said there was potential to support the advancement office and communicate their activities that would positively shape the overall institutional image.

Another respondent shared how their unit worked closely with their advancement office. They shared one success story after another in regards to an institutional campaign that involved social media communications and reporting, and thus gave donor recognition. The respondent of that institution said how the news reporting of their campaign inspired other alumni and community businesses to get involved in donating to support their campaign goals.

Another respondent shared a similar case of how their Facebook posting regarding a scholarship campaign for news and public relations (PR) purposes gained a lot of community recognition and increased their brand value.

One respondent said they were aware of the multimillion-dollar fundraisers in North America, and said that their unit was researching different types of social media and fundraising. Many of the respondents shared a positive interest in the development of Facebook integration for fundraising, but were uncertain if their efforts would give substantial results.

Another individual shared that their institution had an advancement office that highly regulated all types of fundraising activities. In response to asking if they used Facebook for fundraising, they replied, “We cannot do it at all . . . it’s university policy.” The same respondent said there was some collaboration between offices (marketing and advancement), but that Facebook was mainly used to raise campaign awareness. Interestingly, they shared that their university did have an online giving page on their university website, but that it was not linked to social media of any kind.

Respondents predominantly gave no response or said they did not know in response to the question, “How do you measure your effectiveness for your social media fundraising?” Some respondents stated that they did not intentionally integrate Facebook into their fundraising campaigns. “Funds Raised” was not the most emphasized measurement of success, and measurements such as “Event Participation” or “Volunteering or Involvement,” had higher priority.

Table 5. Frequency of Fundraising Integrating Social Media and Effectiveness

	Very Frequently (4)	Frequently (3)	Sometimes (2)	Rarely/Never (1)	No Response (0)
12: How frequently do you post to social media for fundraising purposes?	0 (0%)	4 (23.53%)	5 (29.41%)	7 (41.18%)	1 (5.88%)
13: How frequently does your university use social media to raise money?	0 (0%)	1 (5.88%)	3 (17.65%)	13 (76.47%)	0 (0%)
	Very Successful (4)	Successful (3)	Somewhat successful (2)	Not very successful (1)	No Response (0)
16: How would you rate the overall success of your university's social media use for fundraising?	0 (0%)	2 (11.76%)	9 (52.94%)	5 (29.41%)	1 (5.88%)
	500,000 THB or less (1)	500,001 – 999,999 THB (2)	1,000,000 – 4,999,999 THB (3)	5,000,000 THB or more (4)	No Response (0)
17: About how much money did your institution raise through social media in 2014-2015?	6 (35.29%)	1 (5.88%)	1 (5.88%)	1 (5.88%)	8 (47.06%)

As university staff responded to more specific questions regarding Facebook integration for fundraising purposes, the answers became more uncertain and scattered. When asked if Facebook was specifically used to raise money, respondents gave low or no responses. Respondents were also asked if they felt their social media use for fundraising was successful.

Multiple respondents said that face-to-face interactions were still the main and most successful for connecting with donors. Some said that social media cultivated donor interest and communication, but that the actual funds raised were through interpersonal relationships. Several respondents said it was because of the cultural context in relation to fundraising.

One respondent said how some donors appreciated the recognition they received through social media and therefore gave repeated donations. Another shared how some donors wanted the formal gift to be done with a ceremony.

While some of those gifting ceremonies represent very large donations, one respondent said that their online giving was still important, with average gifts being about \$500 (about 17,300 Thai Baht, please see Table 5). While this amount is comparatively small compared with some of the 1-5 million THB gifts discussed, several respondents said how they saw a positive future for social media integration for fundraising, specifically for their younger alumni.

Discussion

The findings of this research are foundational to understanding Thailand's private universities' Facebook integration and success metrics. Due to the lack of literature regarding Facebook and its integration for fundraising, this study's goal was to address that knowledge gap. Areas addressed were university Facebook usage, user responsiveness, and if Facebook was being integrated for fundraising, and with what level of success.

The findings from that Facebook data implied that social media fundraising is still developing in Thailand, therefore explaining the low quantity of posts related to fundraising (10 posts or 2.75%). From

the interviews, respondents confirmed this speculation, and in addition shared how their institutions were incorporating Facebook for their institution-specific metrics of success. The analysis of the Facebook data revealed that there were no statistically significant relationships between frequency of Facebook posting and the Fundraising Facebook post category. However, the interviewed respondents shared that their institutions had other measurements of success besides funds raised. From the questionnaires administered by interview, there was no association found between how frequently institutions posted on Facebook and any of their success measurements.

The four positive statistically significant correlations between users' responses on Facebook posts and users' responses on fundraising posts was a notable finding from this research. The analysis removed the universities' volume of activity as the driving factor, and therefore gave more weight and neutrality to the results, because it focused on user response relationship. This finding supported the current social media fundraising literature. The interpretation of the findings indicated correlation, implying influence or effect, but not necessarily cause. However, the findings related to the Alumni category user commenting appeared to confirm the importance of alumni relations in higher education (Condon, 2013). These relationships were concluded to imply awareness or influence between the user activity for fundraising, news sharing, and alumni.

In the area of alumni communications, international studies have shown social media as an effective alumni communication tool for both younger and older alumni, and this also appears to be the case for private international institutions in Thailand (Condon, 2013). The qualitative interview part of the study touched upon alumni involvement in fundraising, thus making these findings relevant as knowledge for higher education fundraisers for private education in Thailand. Additionally, the data collected showed an array of university and user activity that had not been previously documented in scholarly literature.

From the interviews, respondents were free to share additional details in their responses. The rationale for this additional data collection was to give perspective to the findings from the quantitative part of this study. This was important, as each institution was unique and the data discussed was sensitive as it related to institutional fundraising.

Their responses gave perspective from an administrators' point of view, giving triangulation to the findings of this research overall. As the respondents answered, they also included additional information that helped explain their institution's Facebook integration for fundraising, as well as their thoughts regarding social media's effectiveness for fundraising.

The findings from this study revealed that social media has been actively used, with Facebook being used by universities, according to 100% of respondents by the selected private international universities in Thailand. Additional findings confirm the literature that stated that Facebook is the predominant social media used in Thailand (Vichienwanitchkul, 2015), with some having high posting frequency by the institutions.

While their categories and purposes for posting to Facebook varied, the results showed that some institutions are posting in relation to their fundraising campaigns or for donor recognition. Additionally, a majority (86%) of the respondents also stated their institution used other lesser-known social media to meet communication needs.

In the interviews, respondents gave ranges for funds raised through integrated social media and also provided relevant data for this knowledge gap. While over a third responded with 500,000 THB or less (35.29%), the majority gave no response. There was response for each of the higher tiers for funds raised through integrated social media. This information was valuable in determining if Thai institutions in this context were finding success in their social media integration for fundraising, with one respondent indicating 5,000,000 THB or more raised. Additionally, the respondents' stories of integrating Facebook and other social media to increase their fundraising success also were meaningful to the objectives of this study. The fact that the respondents themselves did not give priority to actual funds raised as a measurement of effectiveness for their Facebook posts was also of significance.

However, respondents indicated they had other measurements of effectiveness, such as event participation or volunteering. But it should be noted that the categories the relationships were found in related to previously discussed social media theories, as well as the quantitative part of this study. Therefore, these findings revealed that funds were one of many measurements of success for institutions posting on Facebook.

The findings from this 2-stage study showed that the majority private international universities in Thailand are actively using Facebook.

The first objective of determining if universities were using Facebook for fundraising-related posting was fulfilled through the quantitative part of the study, which included the documentation of online Facebook data from private international universities. It was hypothesized that users were responsive towards Facebook integration into fundraising activities/campaigns by private international universities in Thailand. The findings revealed that users were responsive to these posts, therefore fulfilling this objective. Universities had various levels of posting frequency, using Facebook as a communication to reach their audiences for various objectives. Although the data showed that there was a lack of responsiveness by users towards fundraising posts, it was mainly based on the low quantity of posts related to fundraising.

The second objective of this study was fulfilled through the analysis of the quantitative Facebook data, which was analyzed to determine if there was relationship between Facebook post categories, specifically fundraising-related posts, and users' response to other university Facebook posts (e.g. User likes of FB Fundraising category, and user shares of FB News category posts). The four statistically significant relationships found relationships between user response to fundraising related posts, and users' response to the other Facebook posts by the universities. The positive relationships were found between the following user response types: News Shares and Fundraising Likes, News Shares and Fundraising Shares, News Comments and Fundraising Shares, and Alumni Comments and Fundraising Comments.

University respondents in the qualitative part of this research ranked the Facebook categories based on their institutional goals for Facebook communications. Additional data was obtained regarding alternative social media channels used by universities and some respondents also shared their hopes for future development in social media.

From the quantitative part of this study, the second objective was fulfilled regarding Facebook's integration in fundraising. Also, it was fulfilled in user responsiveness between various Facebook post categories and Facebook fundraising posts by the universities. The analysis showed that there were significant positive correlations between users' responses on Facebook "Fundraising" posts and "News" and "Alumni" posts. This implies that as users respond to posts of those categories, their responses to posts of the other categories also increase. Further research would need to be conducted to determine the relevant aspects of these correlations.

From the qualitative interviews of this study, identification of measurements of success were found for Facebook integration into fundraising activities/campaigns of private international universities in Thailand. The responses from knowledgeable university staff, indicated through the questionnaire and verbal responses, that their institutions had other measurements of Facebook communications success besides funds raised, which included event participation, volunteering or involvement, or other indicators (i.e. PR value, alumni or donor relations).

Funds are being raised, as respondents from the universities gave percentages of funds raised, ranges of funds raised and estimation of success of fundraising when integrated on Facebook. However, the analysis revealed no statistically significant relationships or associations between frequency of Facebook posting and measurements of success, such as funds raised (ranges or percentages) or event participation, volunteering or other involvement. While funds raised was not the priority outcome of Facebook integration for fundraising, some respondents shared their success stories of Facebook and

social media integration for fundraising and donor recognition purposes. It was noted that some of the findings may have been a result of the small sample size, or to differences in institutional size, resources or Facebook goals. Further research should be conducted to better understand the uses and goals for university social media use in this context.

From findings of this study, the following recommendations were provided:

1. To the management of private international universities in Thailand

A majority of the university staff seemed unclear regarding how their unit determined if their Facebook post activities were successful in the area of fundraising. Therefore the following recommendations were made:

- There is a need of evaluation to find out if their staff is effectively implementing social media and Facebook access in order to reach institutional fundraising goals, and also communicate with their customers. For example, institutions should develop strategies for Facebook posting that use content that will be engaging to their target audiences, socially relevant causes. Furthermore, the audience response tracking tools for Facebook pages should indicate effective user responsiveness, in addition to surveys of participants at events, volunteers or other measurement of success.
- Strengthen their online communication strategies and focus on fundraising objectives, as a way to promote and collect funds for university development. Institutions should study their Facebook audiences to understand what influences them to give or support university causes (i.e. events, competitions).
- To evaluate the use of social media as a potential technique to increase student enrollment, public relations, and community involvement. Institutional strengths should be studied, with the appropriate communications strategies/campaigns designed to best meet their audience and goals.

2. To fundraising and marketing teams of private international universities in Thailand

Some university staff shared how Facebook or social media integration was not effective for large donations, yet this appears contrary to the majority of the literature therefore it was recommended for these teams to:

- Research and develop appropriate techniques of social media communications in order to connect with alumni and other potential donor audiences for the university. For example some institutions shared that they have alumni chapters, or alumni group chats for different cities/regions, and alumni groups by Department or School (i.e. School of Nursing). Some institutions found success in integrating aspects of the theory of mutual recognition to increase fundraising and donor relationships.
- Determine which audiences and campaigns would be the best fit for social media fundraising and work on research and development strategies to strengthen their social media programs. For example, Facebook in the context of Thailand was observed to have a younger user audience (Kemp, 2015), and therefore they may be more interested in concerts, sporting events or other areas of interest.
- Find out why customers (students and other audiences) were not strongly responsive to their integration of Facebook for fundraising purposes. As mentioned in the previous point, target audiences may show responsiveness to different media or content based on demographics.

3. For further studies of private international universities in Thailand

Scholars and researchers are recommended to further investigate the understanding of social media usage by international universities in Thailand:

- Post category: The content of the posts themselves in relation to user response should be further studied. This would benefit marketing and fundraising teams so they might better understand audience interest, particularly content/posts coming from universities.
- User response: Social media behavior in the context of Thailand should be further studied to determine the users' main motivators and activities regarding social media. Further study in this area would benefit social studies related to new media and user behavior.
- Fundraising: Further research should be conducted regarding fundraising for higher education in Thailand using social media. Although a few respondents claimed that Facebook integration for fundraising would not be as effective as other methods, the institutions in this research study did not state that they had fundraising campaigns that integrated new media. Further research in this area could test fundraising models, such as at Columbia and Amherst, and thus have research to prove/disprove the statements.
- Social media: Scholars and researchers may further investigate this area of research to perhaps discover more relevant social media correlations. As mentioned previously, sample size, institutional type or resources (funds, human) may have been limitations of this study that could be further explored.

About the Authors

Diana Riesenberger is a Master of Business Administration (MBA) candidate, and Henry Foster is a Senior Lecturer and Chair of the MBA Program at Asia-Pacific International University, Thailand.

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