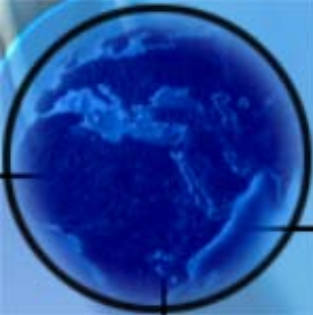


UNIVERSITY of INDONESIA

*Leading Changes*

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- Why change ?
  - Challenges confronting UI
- Why UI should lead the change ?
  - How to lead these changes
- Leading UI : *Building a New Business Model*
  - Why should UI be led by me ?



*Why change ?*



- Universities failed to act as front-runners of **change agents**
- *Changes have always been too little, too late, and therefore very expensive*



Universities should have acted as  
*sensitive early warning system* against  
social, cultural, economic, and  
political disasters *by acting as*  
*intellectual change agents, before it is*  
*too late for a change to be effective and*  
*fruitful*



*Challenges confronting  
University of Indonesia*



# 1. UI is struggling to reform itself *internally*

- inefficiency, and informational asymmetry
- Fragmented relationship between faculties
- Questionable quality and relevance
- Questionable *sustainability*
- Lack of entrepreneurship development
- Poor knowledge management



2. UI students are increasingly difficult to find themselves in an environment that really helps them realize their dreams as highly *employable professionals* or *bankable entrepreneurs*



*3. Externally, as well as internally, time indiscipline has led to widespread tolerance to delays, slowness , and driven time-mismatches in diverse hierarchy of decision making processes, and developed resistance to change itself. It becomes the most important reason for Indonesia's backwardness*



UI is to develop and inspire *time-discipline* to education community in particular, and wider community in general that leads to

- Improved sense of urgency
- Better planning, execution, and coordination
- Enhanced process- and system-thinking



4. **UI** fails to drive the required shift of paradigm from a continental paradigm to an *archipelagic paradigm* of development

- Thence highly reduced “*lebensraum*” has led to overexploitation of land-based resources



Indonesia today is very *un-Indonesia* with its endowment (natural destiny) of *tropical, archipelagic geo-architecture largely under managed and mismanaged*



*The tropical, archipelagic geo-architecture of Indonesia is unique, hence a fertile ground for a world-class teaching and research in economics, cultural, social, political, natural sciences and engineering*



The success to transform marine and archipelagic endowment factors into highest economic, cultural, social, political, and technological added-value entities is key to Indonesia's future



*Techno-fishery* approach has proved to be insufficient.

Indonesia needs a *cultural, social, economic, and political scientific basis* to transform its vast marine endowment into highest value-added entities



*Why **UI** has to lead those changes ?*



In addition to its *historical obligation* as the oldest university in Indonesia, **UI** also bears *Indonesia* in its name, and *it has the required positioning and competencies* to inspire major intellectual changes in Indonesia



**UI CAN NO LONGER BE *inward looking*, BUT HAS TO be more *outward looking* and MUCH BETTER SERVE INDONESIA as a *never-finished project of an imagined community***



*To be a world-class, enterprising research university is NOT enough for UI, it has to intellectually inspire Indonesia to be an authentic Indonesia*



*How to lead those changes ?*



**1. UI** has to demonstrate clearly how to be a world-class, enterprising research university to its Indonesian counterparts by building a *new university business model*



**2. UI** has to be more *outward-looking*, and position itself as a *resource and networking* university in teaching and research of *tropical, archipelagic-related* fields



**3.** *UI has to best intellectually represent Indonesia more than any other university in Indonesia in terms of its student composition and competence profile, scope of teaching and research*



LEADING UI :

*Building a Strategic, CSR-driven  
New Business Model*



UI's most valuable resource is its *clever*  
*peoples* that

- are difficult to be led
- are ignorant to hierarchy
- expect instant access
- are well connected
- have low boredom threshold
- are difficult to thank anybody



# The task of the UI Rector is to

1. *Make sense of the Kebijakan Umum Arah Pengembangan UI 2007-2012, relate to key peoples, develop a shared vision, and encourage innovation*



The task of the UI Rector is to (cont)

2. Promote *an enjoyable, yet challenging, and meritocratic working environment*
3. Develop a non-hierarchical, *flexible, and dynamic interaction within a network*



The task of the UI Rector is to (cont)

4. Promote *creativity* by valuing diversity, experimentation, and tolerating failures
5. Establish *interdependencies, trust* and *credibility*



# The task of the UI Rector is to (cont)

6. *Achieve financial sustainability* :
  - e. Innovative financial and pricing policy
  - d. Enhanced *stakeholders' learning and research experience*
  - c. Improved efficiency and effectiveness of internal processes through *time-discipline*
  - b. Establish *informational symmetry* across hierarchies
  - a. Building a *learning organization*



The task of the UI Rector is to (cont)

7. Initiate A New Business Model :  
*Systematically collaborating* with its potential partners (*strategic CSR-driven* public & private sectors, Banks), UI is to ***recruit, educate, and finance*** (direct, or loan) the teaching and research of students who know what they aspire to be (*professionals, or entrepreneurs*)



*WHY should **UI** be led by me ?*





# What UI can learn from *Apple*:

1. Avoid “*not invented here*” syndrome :  
innovation can come from without as well  
as within
2. *Designing new higher education products around  
the needs of the users, not the demand of the  
technology/science*
3. *Learning from its past mistakes, tolerate  
failure, fail wisely, and tries again*



# How I make sense of this election

*I do not think this election is an internal issue.*

***This is a national issue.***

*UI is so much greater.*

*UI has a lot to stake and so much to lead changes that Indonesia desperately needs.*



*UI does not need a perfect rector.*

*Nobody is.*

*UI needs an imperfect leader that leads with examples, humbleness, and credibility, nurtures trust, creativity and enjoyment of working in a highly respectable knowledge enterprise of international reputation*



*If you aspire what I aspire,  
I may not be the cleverest nor the  
brightest, but I have the required  
experiences, knowledge, attitude, and gut,  
and therefore I am the best option to lead  
UI leading the changes in the next 5-10  
years for UI and Indonesia to benefit*