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## Essay

as part of an application to MARIHE programme (intake 2025)

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Date of Birth: 02 February 2002

Please write an essay (maximum 2 pages) on the topic:

### **From your own experience: What would you change at your university?**

You may write from the perspective of a student or – if you have work experience in higher education – you may also write from the perspective of a lecturer/higher education manager. Please indicate from which perspective you are discussing the topic.

Type your text below (starting on the third page of this document) and **submit as application document No. 9** (in PDF format) with the rest of your electronic application documents.

The use of references is optional. If you use references, please enclose a list according to academic standards.

### **Use of Artificial Intelligence**

The use of AI (artificial intelligence) has to be clearly declared! Otherwise, the application will be rejected due to formal reasons.

The Consortium has decided to allow the use of AI, but only insofar as this requires a critical awareness of how to use it in line with the universities' educational missions.

**For your declaration, please fill in the following section(s) – mandatory!**

With the submission of this Letter of Motivation, ...	<i>please tick (X) one option:</i>
1. I declare that I have not used any AI tools to write this letter.	X
2. I declare that I have used AI tools to write this letter, as described below.	

In case of option 2 (declared use of AI tools), please fill in the following section:



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- Name(s) of the AI tools used (for example: ChatGPT):
  -
  
- Purpose of use and the part in which it was used (for example: drafting the structure of the letter):
  -

I am aware that failing to declare the use of AI fully or partly may lead to a rejection of my application due to formal reasons.

Date: \_\_\_\_\_

\_\_\_\_\_  
**Signature by hand** (as in passport)



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Dear Admissions Committee of MARIHE,

Based on the results of the problem identification that I have written in detail in the Letter of Motivation, in essence, the cause of the lack of role of universities in Indonesia in supplying research and innovation is the lack of downstream student innovation products and academic scandal problems. After graduating from the MARIHE programme, there will be several aspects that I will change at my university, which are divided into three stages, namely short term, medium term, and long term.

In the short term, specifically at the end of 2027 right after my graduation from the MARIHE programme, I will take a concrete step to become a lecturer at the Department of Education Management of State University of Surabaya. This decision is an important part that I have projected with several lecturers, especially with those who play an active role in faculty research, student projects, and the Directorate of Student Affairs and Alumni. Through my strategic profession as a lecturer, I am able to be directly involved in the system to support students, guiding them intensively in various research projects that I have also been involved in during my undergraduate years, including the Student Creativity Programme, the Student Entrepreneurship Development Programme, and the Student Organisation Capacity Building Programme funded by the Ministry of Education, Culture, Research and Technology of the Republic of Indonesia. As I focus heavily on the sustainability and downstream aspects of student research products, I will start from a small scope first, namely from the Department of Education Management. I will prioritise the quality of student research over its quantity, with an orientation to maximise their competence, both during and after the research period, to instil a deep-rooted sustainability mindset. In the short term, further funding options to support post-research product development are still sourced externally, I will encourage students to participate in various external pitching and incubation events, for example with parties with whom I have established good relationships, namely the Pijar Foundation, the Directorate General of Culture of the Republic of Indonesia, or the Ministry of Cooperatives and MSMEs of the Republic of Indonesia. On the other hand, I am also targeting an increase in my function as Research and Journal Manager at the Department of Education Management, to start implementing a higher quality review system for academic papers to be published based on what I have learned during the MARIHE programme. While carrying out these responsibilities, it is also important for me to take up lecturer certification from the Ministry of Education, Culture, Research and Technology of the Republic of Indonesia, in order to support a standardised professional career.

Furthermore, in the medium term, in 2029, my focus is to expand what I have started in the Department of Education Management. In accordance with recommendations from several lecturers, I am targeting a position in the Directorate of Student Affairs and Alumni, specifically in the Student Welfare and Entrepreneurship Section which is specifically tasked with facilitating student businesses from the ideation stage until they develop into start-up companies. In doing



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so, I will design a platform to accommodate the goal of sustainable downstreaming of student research products, where they will be intensively mentored at their respective levels, especially related to management science, both strategies for obtaining follow-up funding and effective operational management. The main targets of this programme are alumni of the Student Creativity Programme, Student Entrepreneurship Development Programme, Student Organisation Capacity Building Programme, or alumni of other research and innovation projects from all faculties at the State University of Surabaya, with partial funding sources between internal universities and external parties. In addition, it is also important for me to actively promote academic ethics in research and innovation projects, both for lecturers and students through seminars, workshops, publishing modules, and conducting hearings to the Director of Student Affairs and Alumni to also concentrate on solving these serious problems.

I will optimise my progress and performance in the mid-term period, and then take up the doctoral programme. Pursuing a PhD is a crucial step, because in order to obtain greater functions and responsibilities at the university, a lecturer's academic degree is still one of the major considerations. Armed with academic preparation and measurable performance, in the long term, around 2039, I aim to become the Director of Student Affairs and Alumni of State University of Surabaya. This function will allow me more flexibility in managing the sustainability aspect of the University's research and innovation products, during which period, I want to strengthen the ecosystem of collaboration with industry, especially with Venture Capital and investors, in order to build a more optimal downstream process, both products from lecturers and students, so that they can directly contribute to the country's economy while optimising the role of Higher Education as the nation's centre of mind in presenting its real actions. Furthermore, to maximally eradicate authority-based truth in scientific publications, I will design strict policies for journals published in the administrative area of the State University of Surabaya, and provide strict sanctions for violators. As a proactive measure, I will also reduce the pressure on the quantity of publications from students, as currently experienced by them. The strategic imperative is on the quality of the research, so that students do not just produce many publications, but produce meaningful research.

I realise that the roadmap is a big step that needs many people to make it happen, including the help of the MARIHE programme which can deepen my knowledge, so that I can sharpen the plan. With MARIHE, I am determined to learn more about managing research and innovation in higher education, so that I can take action in the future.

Sincerely,  
Cahyo Febri Wijaksono