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## **Letter of Motivation**

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

Surname: Wijaksono

First Name: Cahyo Febri

Date of Birth: 02 February 2002

Please write a letter of motivation (maximum 2 pages). The letter should **refer to the questions below** (the questions can be left out in the final text).

- What is your motivation to participate in MARIHE programme?
- Why is this master course the next step for your personal Curriculum Vitae? Please refer to the objectives of MARIHE.
- Which of the course modules are most important to you?
- What is your first preference for one of the seven specializations in the 3<sup>rd</sup> and 4<sup>th</sup> semester (cf. [Mobility, Specialisations & Degrees - Marihe - Master in Research and Innovation in Higher Education](#))? Why would you prefer this specialization?
- Which abilities (academic/professional/personal/...) qualify you for participating in MARIHE?
- What expectations do you have regarding teaching and mobility (moving to a new university every semester)?

Type your text below (starting on the third page of this document) and **submit as application document No. 4** (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.



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

With the submission of this Letter of Motivation, ...	<b><i>please tick (X) one option:</i></b>
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:

- 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,

Imagine a country with ambitions to become a Global Scientific Powerhouse, but whose universities are less than optimal in supplying research and innovation. This condition is being experienced by Indonesia, the lack of downstream student innovation products and academic scandals caused us to be ranked 54th out of 133 countries in the Global Innovation Index survey in 2024.

Sustainability of student research products is a problem that has yet to be resolved, resulting in low quality innovation. In one year, universities are able to produce a very high number of products, but only a small number of them are successfully commercialised. In addition, mentorship to students tends to be less intensive, leaving them without the competence to seek post-research funding. The bankruptcy of 90% of Gadjah Mada University's student startups as described by the Director of UGM Science Techno Park in 2024 is one concrete example. On the other hand, violation of research ethics among lecturers is a popular issue, resulting in low research credibility. Authority-based truth is the root cause, research results are not reviewed based on quality, but only because of the profile of the figure behind the research. As evidence, a survey by The Conversation shows that 8 out of 10 professors in Indonesia have a history of publishing articles in predatory journals.

I became very frustrated at how little my peers and I could do because we did not have a strategic professional background. For this reason, I was motivated to pursue the Master in Research and Innovation in Higher Education (MARIHE) programme at the Erasmus Mundus Joint Master (EMJM). This study is very important to me, directly related to my aspiration to become a lecturer and contribute to research and innovation in Higher Education. In addition to complying with Indonesian regulations that require lecturers to have at least a master's degree, I also feel that I need to learn many things in order to reconstruct research and innovation management practices in a measurable way. It is in this context that the MARIHE programme is the answer, as my personal goals are aligned with those of MARIHE, in particular: (1) Promote European fundamental values of democracy, rule of law, human rights, and public responsibility of and for higher education; (2) Increase the cohesion and competitiveness of the European HE and innovation ecosystem; and (3) Enable strategic and responsible leadership of HEIs.

The various courses presented on the MARIHE programme were very relevant to me, and I identified some of them that were closest to the context of the problem I wanted to solve. At the University for Continuing Education Krems: (1) the Systems in Transition course will provide knowledge in the process of policy transition; (2) the Higher Education Governance and Management course will educate me on the comprehensive management of higher education; (3) the Research and Innovation course will enrich my knowledge on how these two things work. At Tampere University: (1) the Financial Management and Funding in Higher Education course will strengthen my competence to manage one of the most important elements in research,



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which is finance; (2) the Entrepreneurship, Innovation, and Education course will give me a solid foundation to strengthen the entrepreneurial ecosystem. This learning will be reinforced at Beijing Normal University, where I will study the course Comparative Perspectives on Higher Education Reforms to gain many perspectives on change management. Furthermore, in my last semester I will study the course Strategies and Transformation in Practice at Osnabrueck University of Applied Sciences, where I will gain practical skills in designing new paradigms of research and innovation.

I have the relevant academic, professional and personal background competencies to participate in the MARIHE programme. I have been mentored by several lecturers during my undergraduate studies to actively participate in 5 researches and publish them, establish social enterprises, teach peers, serve in villages, win more than 50 scientific writing competitions, and act as a leader in student organisations as detailed in my Curriculum Vitae. Through these experiences, when participating in the MARIHE programme, I will be able to reflect on past experiences related to the problems I have identified, while slowly calculating what I will do in the future. I am a person with a dedicated work ethic, a love for challenges and different perspectives, and a passion for knowledge.

I hope to gain both theoretical knowledge and practical experience during the MARIHE programme. I believe that the combination of the two will build not only my knowledge of research and innovation management, but also how the theory can be applied to an organisation. On the other hand, the mobility process during the MARIHE programme, where I will be switching universities every semester, will also enrich my perspective. This is because I will meet people from diverse backgrounds, which I am sure I will enjoy. My home country, Indonesia, is a multicultural country, so discussions with various people will help me understand the science more fully.

Achieving quality research and innovation management in Higher Education is a long way, and I believe that the MARIHE programme can be a beacon that will light the way. For a better future, societies around the world need sustainable optimisation of research and innovation, and with the MARIHE programme I want to be part of the warriors who strive to make this happen.

Sincerely,  
Cahyo Febri Wijaksono