

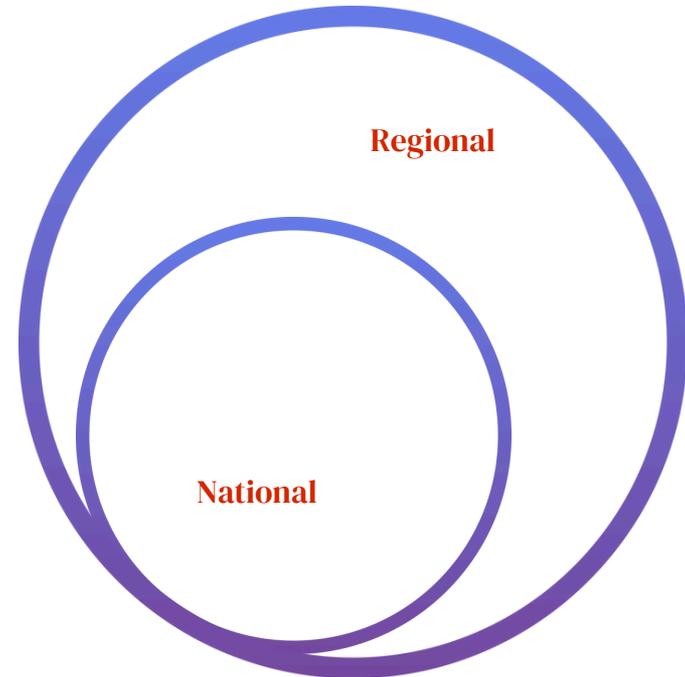


Transforming Indonesian Universities into Engines for Sustainable Economic Development

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Higher Education Sustainability: Working Beyond Silos From Indonesia to the Region



UID Program

Building Trust for Our Common Future

At UID, we take great pride in offering a diverse range of Programs and Interventions, meticulously designed to ignite positive and impactful changes across various sectors. Each program is tailored with unique objectives, empowering leaders to make a meaningful difference in their respective fields.



G20 Bali Global Blended Finance Alliance

TRI HITA KARANA CLIMATE ACTIONS & SDG INITIATIVES



In collaboration and coordination with THK Partners and Indonesia's financing agencies :
— Danantara, SMI
SDG Indonesia One,
Indonesia Investment Authority (INA),
Indonesia Environment Fund (BPDLH) et al.



Landscape

The Role of Universities

Knowledge & Innovation Hubs

- Advance science, technology, and culture
- Drive research and innovation across disciplines
- Contribute to economic and social progress

Impact on Society

- Medical breakthroughs
- Sustainable energy solutions
- Skills and leadership for the next generation

Indonesia's Higher Education Landscape

4600⁺

Higher Education Institutions

*(universities, polytechnics, institutes, academies)
Expanding in both public and private sectors*

Top-Ranked Indonesia Universities (QS 2025)

Universitas Indonesia (UI)

Universitas Gadjah Mada (UGM)

Institut Teknologi Bandung (ITB)

Global Rank

#189

#224

#255

QS World University Rankings 2026 (June 2025)

Main public actors



Alignment with National Priorities

RPJP 2024-2025

pillar of the National Long-Term Development Plan 2025-2045 (RPJPD) "Human Development and Mastery of Science and Technology"

ASTA CITA (Prabowo-Gibran Vision)

Enhance human resource development, science, technology, education, health, sports achievements, gender equality, and empower the roles of women, youth (millennials and Generation Z), and persons with disabilities

Challenges and Opportunities



Challenges and Gaps

Current Systemic Barriers

- **Structural Issues**
 - Low research productivity
 - Limited international publications
 - Few doctoral-qualified faculty
 - Outdated curricula misaligned with industry
- **Global & Regional Disparities**
 - Rank #58 globally in Nature Index
 - Publications mostly in Bahasa Indonesia → limited visibility
 - Unequal access between **Java and Eastern Indonesia**



Transformation Imperative

Universities as Drivers of Sustainable Growth

- **From Institutions → Dynamic Ecosystems**
 - Rethink how universities operate, educate, and innovate
 - Develop **future-ready human capital**
 - Strengthen role in **research, innovation, and technology**



Enabling Transformation

Strategic Focus Areas

- **Strengthen knowledge exchange and collaboration**
- **Develop transformational academic leaders**
- **Prioritize research excellence and applied innovation**
- **Ensure quality, sustainability, and global recognition**
- **Support adaptive, future-oriented universities**



From Teaching to Research Based Universities

Universities drive economic growth through research

- **Current Indonesian Universities focus = teaching**
- **In rapidly developing countries, the university model are based on research.**





KNOWLEDGE INNOVATION TECHNOLOGY ALLIANCE (KITA)

OBJECTIVES

- 1** Transform Indonesian higher education towards international standards by strengthening research innovation in sciences and technology to have positive impact in healthcare, poverty reduction, food security, energy resilience, and mineral upstreaming.
- 2** Foster capacity-building initiatives to support local communities and industries.
- 3** Promote knowledge-sharing and policy advocacy for sustainable development.
- 4** Encourage investment and technology transfer for economic transformation for people and planet in partnership for peace and prosperity.
- 5** Foster collaborations between global and local institutions in tri-sectors of academic, business,

KITA Members



UNITED IN DIVERSITY
Building Trust for Our Common Future

Higher Education Transformation Program



Our Core Faculties



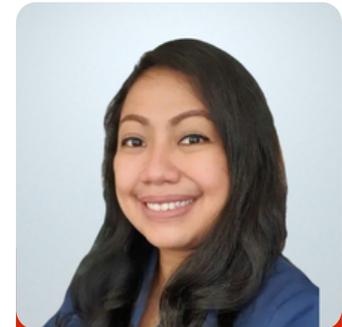
Prof. Edward CRAWLEY
Senior Advisor
Tsinghua Southeast Asia Center
Ford Professor of Engineering MIT



Prof. Mats HANSON
Chair of Faculty
United in Diversity Foundation
Professor Emeritus KTH Sweden



Helene Leong
Education Consultant
Singapore Polytechnic Singapore



Dr. Shobi Lawalata
Academic Director
United in Diversity Foundation

Program Imperative

The Transforming Indonesian Higher Education Program is a national initiative led by the United in Diversity (UID) Foundation and the Tsinghua Southeast Asia Center (TSEA), endorsed by the Ministry of Higher Education, Science, and Technology, to accelerate the transformation of Indonesian universities into key drivers of sustainable economic development. The program aims to strengthen universities' role in generating future-ready graduates, advancing research and innovation, and deepening collaboration between academia, industry, and government. It introduces globally recognized frameworks such as the CDIO (Conceive-Design-Implement-Operate) methodology to modernize curricula—particularly in engineering, science, and innovation—ensuring alignment with international standards and industry needs.

Through a long-term, structured approach, the program develops transformational leadership, enhances faculty capabilities, and builds an ecosystem of knowledge exchange across higher education institutions. Participating universities, known as Active University Partners, engage in a “LEARN-CONNECT-ACCELERATE” model supported by customized work packages that address key areas such as curriculum reform, digital and AI upskilling, innovation and entrepreneurship, and academic quality assurance. Over the five-year period (2025–2029), the program seeks to strengthen Indonesia’s global competitiveness, increase employability of graduates, and position universities as engines of innovation that directly contribute to achieving the Golden Indonesia 2045 Vision.

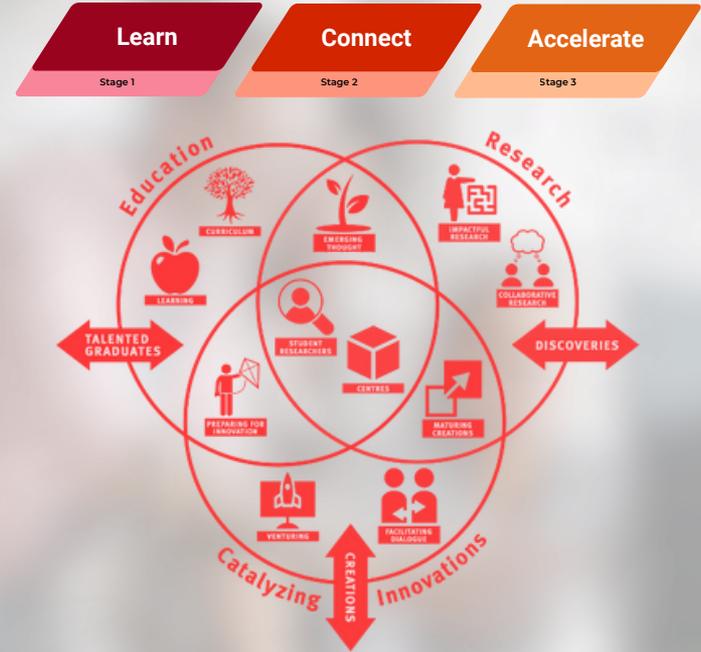
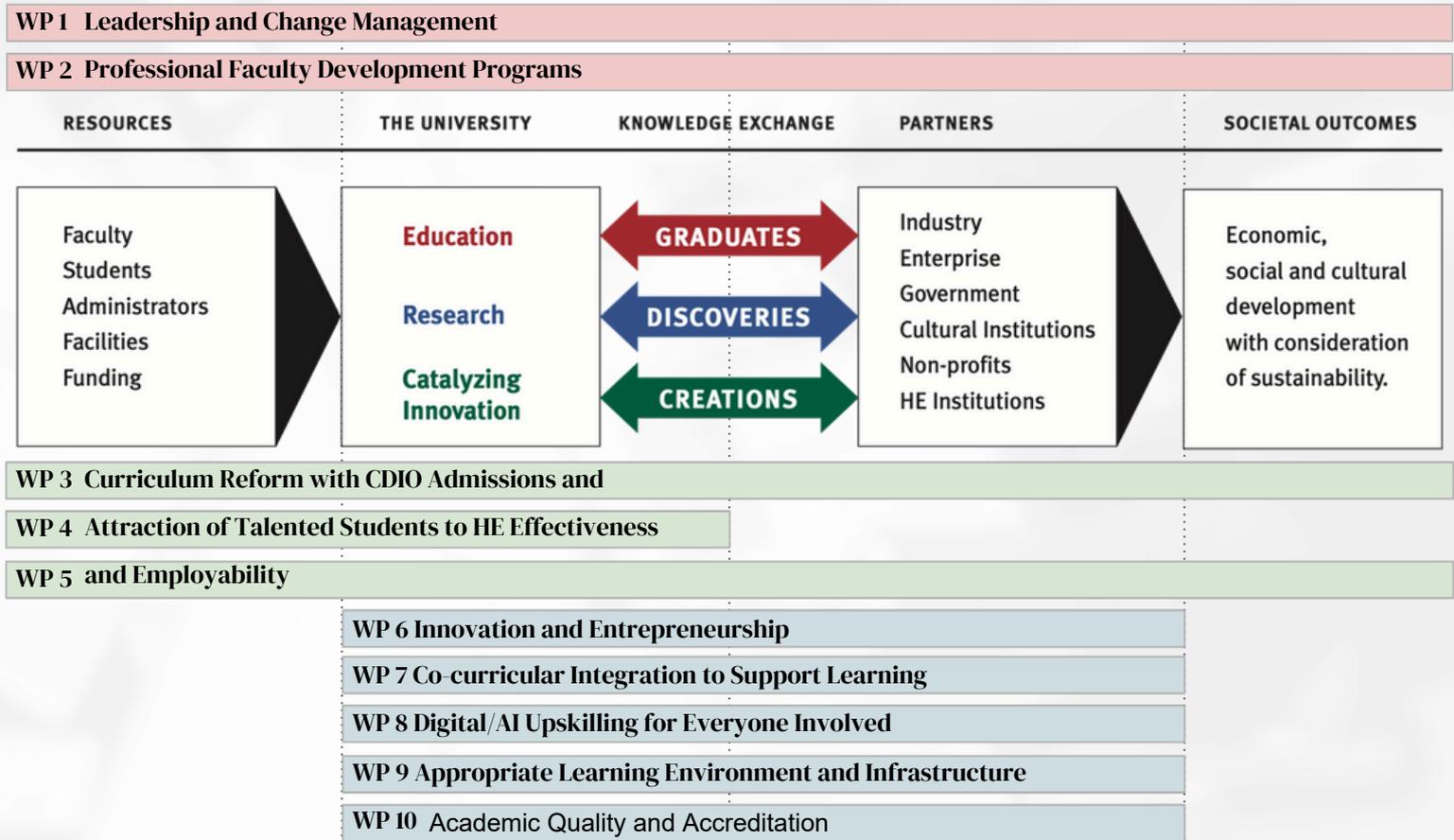


Figure 2: Interactions between education, research and innovation (Crawley et al., 2020)



The Knowledge Exchange Methodology Model & Work Packages



The CDIO Methodology

The CDIO methodology was **initiated in 2000** with now more than **200 universities** implementing it worldwide.

In Indonesia, Politeknik Negeri Batam have been the one leading the transformation by implementing the CDIO methodology within their university.



Program

Introductory Workshop

The **Introductory Workshop** on Transforming Higher Education serves as the first engagement for universities to explore how they can become key drivers of Indonesia's higher education transformation. The workshop introduces participating institutions to the program's vision, framework, and methodologies—particularly the CDIO (Conceive-Design-Implement-Operate) approach—while helping them assess their current readiness for change. It provides a collaborative space for university leaders and faculty to identify key areas for transformation such as leadership, curriculum design, faculty development, research, and technology integration. By the end of the workshop, participants gain a shared understanding of the transformation roadmap and begin outlining actionable plans for their institutions' next steps toward implementation.



Thematic Workshop

The **Thematic Workshop** on Transforming Higher Education is designed as a focused and practical follow-up session that builds upon insights from the introductory workshop. Each thematic workshop concentrates on a specific area—or Work Package—such as Leadership and Change Management, Curriculum Reform with CDIO, Faculty Development, Innovation and Entrepreneurship, or Digital/AI Upskilling. Through hands-on activities, peer learning, and expert facilitation, participants deepen their understanding of the chosen theme and co-develop strategies tailored to their institutional context. The workshop enables universities to translate frameworks into actionable plans, pilot initiatives, and build internal capacity for sustained transformation, while strengthening collaboration and knowledge exchange among partner universities.



Program Launch
13rd December 2024 | UIDBC, Bali



Meeting with the Minister of Higher Education, Science and Technology
21st August 2025 | Batam, Indonesia



CDIO Asian Regional Conference, 18-21 August 2025
Politeknik Negeri Batam, Indonesia



Introductory Workshop 1,
8-9 September 2025
UIDBC, Kura Kura Bali Indonesia

Academic - Industry Collaboration

Located in **Kura Kura Bali Indonesia**, the UID Bali Campus is a hub for learning, research, and innovation. It blends green spaces, accommodations, academic areas, and social amenities with culture and sustainability. Supporting Sustainable Development Goals, the campus integrates an ESG (Environment, Social, Governance) strategy, features with:

100 eco-friendly elements

4.600 sqm outdoor spaces

gardens, ponds, amphitheatre and outdoor plaza

7.000+ sqm building GFA

4 floors and 1 lower ground floor

10 educational classrooms and 1 auditorium with 469 total seats

for lifelong learning

100 species of plants and flowers

3.000+ sqm indoor communal space

Lounge and coworking spaces for connecting and collaborating

600+ sqm pond & water surfaces

Rainwater catchment ponds

313 sqm well being space

nursing room, bike racks, mezzanine yoga platform



Basiswa Penggerak
Akar Rumpit

YOUTH

ACTION

FORUM



Our Youth Fellows (Alumni)



229

Fellows

32

Provinces

42

Districts



Data diperoleh dari Youth Action Forum 2017, 2018, 2019, 2024.

Regional Transformation



Objectives

- Scaling up efforts to promote and implement the SDGs across the region and disseminating knowledge and information on the SDGs
- Building institutional awareness for sustainability and establishing systemic awareness and supporting government-related policy
- Mobilizing resources to scale up the SDGs-related solutions and highlighting and promoting SDGs initiatives



SDSN Southeast Asia Members

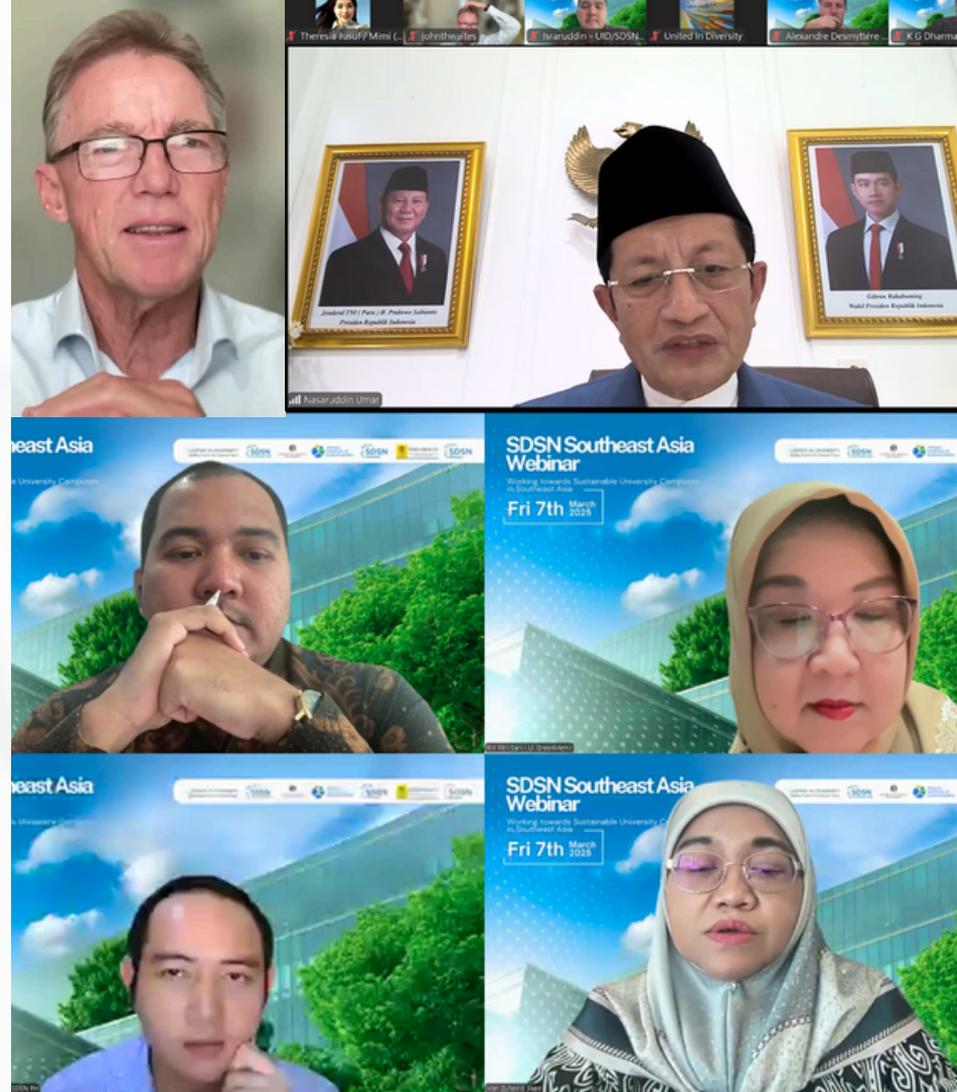


Sustainable Campuses

The SDSN Southeast Asia Regional Webinar “Working towards Sustainable University Campuses in Southeast Asia” held on 7 March 2025, co-organized by United in Diversity (UID), SDSN Southeast Asia, Ateneo de Manila University, the Ateneo Institute of Sustainability, SDSN Indonesia, SDGs Hub UI, and SDSN Malaysia. The event gathered over 140 participants from across the region to discuss how Southeast Asian universities can lead by example in advancing sustainable practices on their campuses and beyond.

The webinar featured a keynote from H.E. Nasaruddin Umar of Indonesia’s Ministry of Religious Affairs, who shared efforts to certify Islamic state universities as “green campuses.” He emphasized the importance of instilling environmental values in academic communities.

A regional panel followed with insights from Prof. Riri Fitri (UI GreenMetric), Dr. Emmanuel Delocado (Ateneo de Manila University), and Prof. Wan Zuhainis Saad (Universiti Putra Malaysia), who shared practical initiatives ranging from green infrastructure to curriculum reform. The session concluded with Prof. Mats Hanson presenting a national initiative to transform Indonesian higher education into a driver of sustainable development and economic transformation.



Jakarta & Bali Education Lounge

Since 2024, UID, Tsinghua Southeast Asia Center (TSEA) and Singapore Education Network are jointly organizing higher education forum in Jakarta and Bali to discuss the current situation and future prospects of higher education in Indonesia. Rassembling experts, professors, students and government officials, those forums are giving the opportunities to higher education professionals to share and discuss ideas.



Jakarta



Bali

Reflection and Call to Action

-  HIGHER EDUCATION IS THE MAIN ENGINE SHAPING HOW SOCIETIES ARE LIVING
-  HOLISTIC AND ECOSYSTEM PERSPECTIVE IS NECESSARY FOR STRUCTURAL TRANSFORMATION
-  NATIONAL AND REGIONAL TRI-SECTOR PARTNESHIPS ARE CRUCIAL

