

Arif Satria



• Rector Message •

# A New Mindset for Transformation



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Arif Satria

**Editor:**

Auhadillah Azizy  
Alfian Helmi

PUSTAKA PERDANA



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**Author:**

Arif Satria

**Editor:**

Auhadillah Azizy

Alfian Helmi

**Translator:**

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**Corrector:**

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Siti Julaeaha

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# Editor's Foreword

Reading Prof. Arif Satria's writing is always fresh, passionate, brave, smart, and futuristic ideas. Another distinctive impression is found in the writings of Prof. Arif is an encouragement to continue to be optimistic and be a proactive person. His enthusiasm and optimism are clearly reflected and seen in reading each of his writings, including in this collection of writings.

The book that is presented in front of you ladies and gentlemen is a collection of writings by Prof. Arif Satria in the 2019–2021 timeframe. This book takes the title "The Rector's Message: A New Mindset for Transformation". The Chairperson of the 2020 Indonesian Rectors Forum believes that changing mindsets is the most important thing in creating transformation.

The writings in this book are packaged in light reading, easy to understand while they are talking about deep discussions at the same time. These writings are presented in several themes such as "Message of the Rector, coffee morning, reflections and sermons". The Rector's message is a showing that the writing is routinely made by the Rector of IPB for internal circles (IPB's academic community) in order to motivate, inspire, and at the same time provide direction in initiating a new mindset for the transformation movement for improvements. For universities, transformation is very important because universities are currently facing an era full of uncertainty and very high complexity.

The result of this transformation can be seen from the innovations that have been carried out by IPB University. Until now, based on the release of the Business Innovation Center (BIC), IPB is still in the first place as the most prospective contributor to innovation in Indonesia. For this achievement, IPB has always received the Widyapadhi Award from the Menristekdikti in these three years.

The importance of changing the mindset for this transformation seems to have been conveyed by the Rector of IPB on many occasions. No wonder, it later evolved into many achievements. Some of them are the First Rank in the Clustering of Universities set by the Ministry of Education and Culture in 2020, Top 100 QS World University Ranking by subject Agriculture & Forestry, Top 150 QS Asia University Ranking, Top 40 the most Sustainable University in the World Version of UI Green Metrics, Widya Krida Award, and Gold Winner of Public Information Services.

Not stopping at these awards, IPB University under the leadership of Prof. Arif also continues to try to be active for the community with his innovations, both in the field of smart farming, environmental management 4.0, increasing productivity, developing imported substitute products, diversifying food-herbal medicines, and social innovations and biomaterials.

This effort to enlighten the public through fresh and motivating ideas has become a tradition and habit that is often carried out by Prof. Arif Satria. Some of these articles were later published in the national media. Not only on this occasion, but on previous occasions, the habit of writing in the mass media in the form of opinions is always done to inspire and enlighten the public.

This book is divided into 5 (five) main sections. Each section consists of several writings that reflect the contents of the main chapter. In the first part, we will be brought to an introspective attitude towards the era of disruption that is currently being faced by emphasizing the importance of innovation. This leap of innovation is a prerequisite to become a big country and needs to be executed with the right strategy.

To become a big country, it is important as a nation to have the power of future practice. People with future practice will be the trend setters. However, this future practice perspective will only be present among people who have a "growth mindset" and not a "fixed mindset". People who have a growth mindset according to him are classified as "agile learners", a sharp, and fast learner.



These three keywords (future practice, growth mindset, and agile learner), according to Prof. Arif Satria must be an orientation for universities in Indonesia if they want to develop innovation leaps that are prerequisites for the progress of the nation

Innovation is the main strategy to survive and adapt in the midst of a dynamic and disruptive flow of change. In this era as well, innovation moves in a revolutionary way, affecting many sectors of life. This disruptive innovation is marked by the development of digital technology that changes the business order and conventional business formulas. This revolutionary movement from industry 4.0 has brought hope and provisions in the face of uncertainty, as well as a warning for old ways of working to change and adapt to new ways of working by utilizing technological innovation 4.0.

The technological revolution 4.0 is one of the disruptions that we must face today. Artificial intelligence (AI), internet of things, robotics, drones, three-dimensional printing, and blockchain are the main characteristics of the 4.0 revolution. The development of the 4.0 revolution cannot be taken for granted, but requires a change in mindset and mastery of new skills in solving increasingly complex problems.

The development of revolution 4.0 is increasingly real and implemented, when the next disruption comes, namely the Covid-19 pandemic. Covid-19 is a source of uncertainty itself. Indonesia is not alone in facing the epidemic that has caused this lost generation. However, many countries, including developed countries, face the same difficulties, even leading to an economic recession. When Covid-19 hit, the 4.0 revolution found its momentum, not just being a dream or idea, but actually becoming a practice and experience of everyday life. Covid-19 accelerates the implementation of revolution 4.0.

Covid-19 according to Prof. Arif Satria accelerated the adaptation process with the 4.0 revolution. As a Covid-19 survivor, there are many experiences that seem to want to be shared with the public as a form of lessons and lessons that we can take as a warning of caution and vigilance to avoid the plague that has changed the



order of life in this world. He wrote his experience during dealing with Covid-19 well in the second part which was given the big title “The Raising from Covid-19”.

Prof. Arif Satria encourages readers to re-install the order of life, the importance of science and the disruption of Covid-19, the importance of faith and immunity (in one breath) that need to be strengthened in this Covid-19 period. The revival of the industrial revolution 4.0, which has been a public discourse, has been implemented in this era of the Covid-19 pandemic. This is well recorded in the writings of Prof. Arif Satria entitled “Covid-19 and the Industrial Revolution 4.0”. Reading this chapter will bring our optimism back up and grow in the midst of the ferocity of the Covid-19 attack that has claimed many victims. Covid-19 is a humanitarian epidemic that attacks all aspects of life. Starting from the collapse of the health sector and continuing to have implications for the decline in economic growth, it has even brought the economy of many countries into a recession.

As a Covid-19 survivor for the second time, Prof. Arif Satria continues to encourage us to be optimistic and not give up on the situation. Covid-19 for him is a source of uncertainty and to deal with it. It is necessary to have a person who has a learning mentality, becomes an agile learner, and requires collaboration between parties in handling Covid-19 and is ready with flexibility.

The importance of encouragement of having a new mindset and being an agile learner becomes the main theme in the third part. This chapter will bring us to know the future mindset and innovation pioneers, the characteristics of agile learners, the importance of willpower, the urgency of being a proactive person in our lives. In addition to providing tips and tricks, Prof. Arif also proposes us to learn from the experiences of others, in this case the lecturers in the IPB environment who have received awards and recognition from the public for their dedication and services to environmental sustainability and the preservation of natural resources.

The broad scope of fields and disciplines is reflected in the many writings of Prof. Arif Satria. As the current Rector of IPB, of course, many things and policies have been issued to make IPB even better, today and in the future. In this fourth part, we will read



his futuristic views, especially in bringing about the future of IPB. Not just jargon and dreams, yet in this section, we will find many concrete breakthroughs that have been made by Prof. Arif Satria in his capacity as rector. This shows attitudes and views that are future practice and growth mindset, as he wrote in the previous section. Everything is summarized in one main article in this fourth part, namely "Inspiration, Innovation, and Integrity". This paper was submitted to welcome the 56th Anniversary of IPB by conveying the three factors that caused the success of IPB, namely Inspiration, Innovation, and Integrity. When we read it, we will find the future look of IPB.

At the end of this section, Prof. Arif Satria, wrote many messages of piety through reflective writings and sermon material that he delivered at the celebration of Islamic holidays, Friday sermons, and other occasions. The clarity and reflective spirit can be traced from the writings in this fifth section. The basis for thinking and moving for Arif Satria is a strong spiritual view and attitude and is the basis for his perspective. In this section, we will meet the figure of Arif Satria as a Muslim scholar.

Finally, we are very proud and of course happy, when we get the opportunity to become editors of Prof. Arif Satria's writing which been spread in the form of opinions and columns in the national mass media as well as in the form of moral messages as Rector of IPB. In this anthology that is packaged in the "Rector's Message: A New Mindset for Transformation" we will find the writings of a university leader who is multitalented, masters multi-disciplinary knowledge, always motivates to keep dreaming and construct big leaps, along with the good messages as Muslim scholars on his presence. Once again, congratulations on reading these pithy and motivating writings. Hopefully it will be an inspiration and a force that creates a transformation for us as readers and for the general public so that it becomes a good thing for all.

**Bogor, September 10<sup>th</sup> 2021**

**Auhadillah Azizy  
Alfian Helmi**





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# SECTION

## **Disruptive Innovation and Strategy to Become a Great Nation**

1. The Leap to Be a Great Nation
2. Keys of Revival
3. Academic Freedom and Democratic Transition
4. Education, Markets, and the Transition to Democracy
5. Agro-maritime Innovation and Re-industrialization
6. Momentum of Food Sovereignty
7. The Agriculture 4.0



# 1

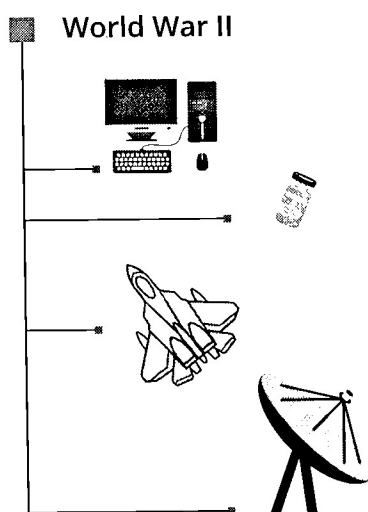
## A Leap to Be a Great Nation

*“The Covid-19 pandemic makes all countries seem at the same starting point, so it depends on who can run faster.”*

Charles Darwin once said that those who can survive are not only the strongest and smartest, but those who are responsive to change. Now we live in a world of rapid change, accompanied by very high uncertainty and complexity. Just look at 2020, when we were just starting to realize the big current of the Industrial Revolution 4.0, suddenly the Covid-19 pandemic came unexpectedly. The Covid-19 pandemic has become a new source of uncertainty: when will work return to normal and when will schools open offline as usual? This uncertainty has had an economic impact, both at the local, national, and global levels. This uncertainty has ultimately become a global uncertainty. This means that all countries are in the same situation, so whoever is the most responsive will survive. How can Indonesia be classified as not only surviving in 2021, but also making 2021 a momentum of new arousal?

# The Power of Innovation

The Covid-19 pandemic has brought the world into a major crisis. However, in general, every crisis turns out to produce new leaps of innovation. The crisis of World War II had invented the first computers, accompanied by jet engines, penicillin drugs, and radar. The question is, what other innovation leaps will emerge during the Covid-19 crisis so that it becomes a new milestone for world change?



## 2020 Global Innovation Index

Oman	84
<b>Indonesia</b>	<b>85</b>
Kenya	86

In the 2020 Global Innovation Index, Indonesia ranks 85. In Southeast Asia, Indonesia's position is below Singapore, Malaysia, Vietnam, Thailand, Philippines, and Brunei. That means only in Southeast Asia, Indonesia is far behind. Is it possible in 2021 Indonesia will reach a position top 3 in Southeast Asia? Will Indonesia succeed in making innovation leaps so that Indonesia can truly become an influential country in the world?



There are a number of conditions for the innovation leaps to be successful. First, the leap in innovation requires the strength of “future practice” or “next practice”. This will be a disruptive force, as Rhenald Kasali often says. If we come together to have a new orientation to continue to produce “future practice”, then we will be the ones who will determine the trend of change. Jack Ma has come with his Alibaba and is a global trendsetter. Even though 10 years ago Jack was a nobody. Mark Zuckerberg with his Facebook has made the world more networked. Then Steve Chan, Chad Hurley, and Jaweed Karim broke through the usual boundaries of the media business with their YouTube. Now everyone can become an artist, singer, comedian, presenter, and character only through YouTube. Media businesses no longer need content. This is what disrupts television media. CNN, NHK, and the BBC are no longer competing, but they are both facing a new rival that is not a television medium at all, namely YouTube. They are examples of successful “future practice” which of course is always accompanied by high creativity.

The current problem is that in general, people are still oriented to “best practice”, not “future practice”. This means that we are still engrossed in imitating other people. When we act, we always look for referrals first and don’t dare to step up when there is no referral. Strong orientation on “best practice” will only make us followers forever. As a result, even if we progress, our progress will forever be under the shadow of others who are the reference.

Second, “future practice” is only present among people who have a “growth mindset”, and not a “fixed mindset”. The term “growth mindset” was popularized by Carol SDweck (2016). People who have a “growth mindset” are always aware that the world has evolved and changed so that there is no other word but to change too. For him there is no such thing as failure. Failure will be used as the next learning material to grow and develop. On the other hand, people who have a “fixed mindset” always think that failure is their limit. People with a “growth mindset” believe that they can change themselves, and always want to try with new things. On the other hand, people with a “fixed mindset” will focus on their limitations, and everyone’s abilities are considered fixed. People with a “growth



mindset” live a life full of positive thoughts and optimism. On the other hand, people with a “fixed mindset” live full of negative thoughts and pessimism.

Third, the “growth mindset” is generally owned by people who are classified as “agile learners”, learners who are agile, fast, and sharp. Today what is needed is not just a learner, but a fast, agile, and sharp learner. People who survive and are able to respond to change are people who are always quick to learn so they can easily adapt to any new environment. We don’t know what will happen in 2030 but armed with being an “agile learner”, we will adapt quickly.

Fourth, the three keywords above (future practice, growth mindset, and agile learner) can be developed through the role of universities (PT). Higher education institutions that are oriented towards innovation leaps must first be strengthened by their students and lecturers, which are characterized by these three keywords. Therefore, to get to that point, there is no other way for universities other than to revamp the curriculum and create a new ecosystem that is conducive to the growth of the three keys above. In other words, the leaps of innovation as a determinant of the new world history will depend on the strength of university. Great university will produce great innovation. It could be that our low in the global innovation index is also a reflection of the role of university that has not been maximized, or has not been maximized.

Facts prove that a great nation is determined by a great leap of innovation. Great innovation will be determined by a great university (PT). Therefore, to become a great nation, improvement and strengthening of university is absolute.

## Optimism

Can we become a great nation? Our nation is still haunted by the burden of the past as a nation that was colonized for three and a half centuries. It is as if the burdens of the past will continue to colour our daily attitudes that feel inferior, inferior, and not confident. In



fact, Bung Karno and the 45th Generation have set an example that we can rise again. The Proclamation of Independence is proof that we are the determinants of the future fate of this nation. We do not give blank checks to anyone to determine the future of this nation. Even the founder of this Republic has set an example and role model that we can rise up and become world leaders. The Asian-African Conference and the Non-Aligned Summit are proof that we have eradicated inferiority, and we have truly become an influential country in the world. The next question is the 100th anniversary of independence in 2045, what will our nation be like?

The wise words say, dreams are free. The courage to dream will determine our future. Do we dare to dream that in 2045 we will be the number 1 nation in the world? Together we should dream as much as Bung Karno said, "Dream as high as the sky. If you fall, you will fall among the stars".

Dreaming of being number one in the world is not a fantasy. What distinguishes us from developed nations, such as the United States, Germany, Japan, and South Korea? There's actually no difference. They live 24 hours with two eyes, two ears, two legs, and two hands. Even South Korea's economy was on par with Indonesia in the 1960s. The difference lies in three things: vision, strategy, and execution. That's why big dreams must be followed by a leap of vision that is far ahead and adaptive to change, accompanied by a precise strategy, and fast-accurate execution. Today precision is not enough, but speed is needed.

The Covid-19 pandemic has made all countries look the same. At this same starting point, then it depends on who is faster to run. The speed we run is very dependent on the vision, strategy, and execution. We need to focus on these three keys.

We must continue to raise this optimism. Optimism is positive energy to bring us out of crisis and energy to find the future. It's time for us to end the negative energy that is still fertile in this nation. Cohesiveness and togetherness are important capital for progress. It is inconceivable that if all of this is strengthened by the spirit of





“growth mindset” and “future practice” orientation, then we will be rich in innovation, and this will be a source of inspiration to continue to innovate again. This continuous innovation is an important capital to become a great country.

What will happen in 2045? We really don't know. But Abraham Lincoln reminds us that the best way to predict the future is to create it. Over the next 25 years we must really clean up. Indonesia 2045 will depend a lot on what we create today. That's why there must be a new innovation milestone in 2021. Indonesia 2021 is the determinant of Indonesia 2045.

**Los Angeles, December 21<sup>st</sup> 2020**  
**(This article was published in Media Indonesia,**  
**December 23<sup>rd</sup> 2020)**



# 2

## Keys of Revival

***“There are three main provisions that we must bring in the short term, namely social capital, the spirit of independence, and innovation”***

The context of the 1908 national revival was a socio-political struggle because the challenge was independence. But now in the short-term context the problem is how can we be “free” from the Covid-19 pandemic and then enter a new order of life called “the new normal”.

All countries in the world feel the problem of the Covid-19 pandemic and all want to go to “the new normal”. What are our provisions to enter “the new normal” and make a leap after “the new normal” so that we can become a nation that the world will reckon with? There are three main provisions that we must carry in the short term, namely social capital, the spirit of independence, and innovation.

## Social Principles

What is needed to control the pace of the Covid-19 pandemic is a bond of togetherness. Bonds of togetherness can be created because of mutual trust (trust), strengthening networks, and collective norms. This is called social capital. Indonesia is known as a good nation and easy to give so that togetherness is easy to create but now we are faced with the challenge of setting up togetherness, namely the togetherness of the central and regional governments, the togetherness of fellow ministers, the togetherness between political parties, the togetherness between universities, and the togetherness among citizens. Efforts to build a convergence of ways of thinking and acting need to be done.



Indeed, in the context of 1908, social capital was strong because it was bound by a shared awareness of the fate of colonialism, then nationalism grew. In the past, the barriers of ethnicity were also faded because of the very high togetherness that the Youth Pledge was born in 1928. All focused on one point, namely the struggle for independence. Do we currently have a focus on one point? Has Covid-19 become that point?

## Spirit of Independence

The Covid-19 pandemic has taught us the need for independence. Dependence on imported drugs, medical devices, and food seems unbroken but now we feel how all countries need these products to solve their own country's problems. Therefore, our unpreparedness to build an strong health and food industry can lead to a new crisis.



One of the prerequisites for realizing independence is self-confidence. Optimism must always be spread while eradicating feelings of inferiority. Indeed, the inferior mentality due to the long colonialism is still attached to us. We often encounter anecdotes that laugh at our own nation. This is a sign we are experiencing a crisis of confidence. In the 1990s, BJ Habibie started with the spirit of technological independence, one of which was the aerospace industry. Actually, what he wants to improve is to increase self-confidence as an Indonesian nation.

Remember, one of the strategies of Saemaul Undong South Korea from 1960 to 1970 was how to build the confidence of the villagers. Confidence is the capital to develop. Now we see how independent South Korea is thanks to the confidence of its people.

## Learner's Innovation

Now, learners are required to be the initiators of a new revival in a new way, namely the revival of innovation. National independence can only be achieved with the independence of the people. Covid-19 teaches that the innovation space is getting wider and all countries are struggling to produce superior innovations. There are two focuses of innovation at this time, namely innovation to get to "the new normal" and innovation to fill "the new normal". Moreover, the industrial revolution 4.0 has opened up opportunities to innovate with technology 4.0 which is cheaper and faster.

We do not need to lament the condition of innovation which is still far from other countries. Indeed, in the 2019 Global Innovation Index, Indonesia is ranked 85 out of 129 countries. Even in ASEAN we are in the 7<sup>th</sup> or second lowest. See Singapore (8), Malaysia (35), Thailand (43), Vietnam (42), Philippines (54), and Brunei (71). Pessimistic inferiors will respond by continuing to ridicule this situation of "losing" our innovation but optimists will respond with renewed vigour in search of breakthrough innovation revival. What are the provisions for the revival of innovation?



Our main provision is superior humans. Singapore, which does not have natural resources, can rank 8th in the world in the global innovation index because it relies on its superior human strength. Therefore, there is no other way but to accelerate the transformation of national education. Higher education is a downstream medium for generating innovation. However, superior humans in the downstream are the accumulation of a long process since upstream, namely elementary and middle schools. The idea of Independent Learning by the Minister of Education and Culture is a form of awareness of the importance of ecosystems to produce creative and superior humans, namely innovative people who can determine the direction of change. Moreover, the Minister of Research and Technology continues to encourage national innovation. With innovation, superior humans and abundant natural resources should make us far superior to other nations.

As conclusion the provision of social capital, the spirit of independence, and innovation is what we must strengthen to enter a new national awakening. We must continue to echo optimism in line with real work. In fact, the real work is the inspiration for the revival.

**(This article was published in Media Indonesia,  
May 20<sup>th</sup> 2020)**

# 3

## Academic Freedom and Democratic Transition

*“Hopefully the campus will be involved again in the historical process, so that it always prints new history in Indonesia.”*

Optimism in nation development is a must because it will give positive energy in thinking and acting. Optimism is now starting to flow and the momentum is 2045, exactly 100 years of the Republic of Indonesia’s independence. It is estimated that Indonesia will become one of the world’s economic powers with a GDP of US\$7.3 trillion and a per capita income of US\$25 thousand.

It is undeniable that at this time, we are not in an ideal condition. In many indicators, it turns out that we are still below other Southeast Asian countries. Indonesia's 2019 global innovation index is at 85<sup>th</sup>, when compared to Singapore (8), Malaysia (35), Thailand (43), Vietnam (42), Philippines (54), and Brunei (71).

In 2019, our global competitiveness index was ranked 50<sup>th</sup> in the world and 4<sup>th</sup> in Southeast Asia after Singapore, Malaysia, and Thailand. 2019 global food security index we are number 62 in the world and 5<sup>th</sup> in Southeast Asia.

In the 2018, Food Sustainability Index (FSI), Indonesia got a score of 59.1, behind Ethiopia's 68.5, which we used to know as a famine area. Our Food Loss and Waste or FLW (food loss and waste) is also quite high.

According to FAO, our FLW is around 300 kg/capita/year and is number 2 in the world, after Saudi Arabia. FLW has become a global concern because 1/3 of the world's food production is lost and is wasted. Actually, by addressing this FLW alone, our food availability will increase.

Not to mention if we look at the global hunger index version of the International Food Policy Research Institute (IFPRI), that our index score is 21 and developed countries score less than 5. In 1992, our score was 35.8 and for 22 years until 2016 it fell by 12.9. %, or an

### 2020 Global Innovation Index - Southeast Asia -

Singapore .....	8
Malaysia .....	35
Vietnam .....	42
Thailand .....	43
Filipina .....	54
Brunei .....	71
<b>Indonesia .....</b>	<b>85</b>



average of 0.6 points per year. If there is no special systematic and serious effort with a decrease of 0.6 per year, it will take 27 years to equal the developed countries.

Of course, we appreciate the government's steps to address the stunting problem because stunting is an important variable in the global hunger index. If this problem is handled with extra hard work, the time required for the equivalent of developed countries will be even faster.

The facts above should not discourage us. These facts should make us more serious in thinking about the future of this nation. Any world is experiencing its own turmoil because what is faced is uncertainty.

Britain is upset because of the uncertainty over its future after its decision on Brexit. Singapore is upset because of the uncertainty that will arise after the operation of the Kra Canal, a Thai and Chinese project that has the potential to kill the Port of Singapore.

## VUCA and Excellent Human Resources

Indeed, we live in an era of volatility, uncertainty, complexity, and ambiguity (VUCA) which is full of shocks of change accompanied by uncertainty and increasingly complex situations. Naturally, then VUCA is said to make us fragile. However, we can convert the fragility due to VUCA into agility if we are ready with new skills, including creating a new vision for the future, creativity, and so on.

For example, the Mc Kinsey study (2019) which shows that in Indonesia there are 23 million jobs that will be replaced by machines due to automation. However, at the same time 27 million–46 million new jobs were created. This means that VUCA still opens up opportunities for adaptive people.

The question is, what is the position of universities in Indonesia in the midst of the need for optimism, but with facts that make us sad and the VUCA situation confusing? In simple terms, the postulate is that Advanced Indonesia needs superior human resources and for

superior human resources it needs universities. However, does the college or campus guarantee that it will produce superior human resources?

What is superior HR? Superior HR is adaptive to change. Charles Darwin reminded us that the species that survive are not the strongest and the smartest, however the ones that are responsive to change. Responsiveness to change requires a number of soft skills, such as the ability to learn quickly, agility, flexibility, and a future mindset.

Change almost always brings innovations. Facing novelty requires fast learning so it takes mentality as an agile learner. The future mindset draws the line forward with full confidence that change is inevitable. The future mindset is always ready and alert to face change and uncertainty. However, speed and agility are also required in the face of volatility.

Uncertainty must be faced with collaboration. In the future, even great innovations are generally based on collaboration. It is impossible for us to face this uncertain future alone. Collaboration allows for the accumulation of potential to become a new force. However, a strong collaboration will be created if it is based on a high mutual trust.

Society in developed countries is characterized by a high trust society, as in the study of Fukuyama (1995). An important element in constructing a high trust society is integrity and that will emerge from honesty. This is in line with the results of Thomas J Stanley's research which states that of the 100 factors that make people successful, it turns out that IQ is at number 21, attending a favourite school is at number 23, and graduating with the best score is at number 30.

Factors that rank in the top 5 are honesty, discipline, good interpersonal skills, support from life partners, and working harder than others. So, facing the future requires strong integrity. Thus, superior human resources are characterized by strong integrity, good soft skills, and strong hard skills.



How is the campus able to design the characteristics of superior human resources with the strength of skill and integrity as above? Are academic freedom and academic pulpit freedom an important factor?

## Academic Freedom

The campus has academic freedom and the freedom of an academic pulpit. Academic freedom is the main capital for campuses to grow and develop and produce superior human resources. According to RI Law No. 12/2012 Article 9 paragraph 1, academic freedom is the freedom of the academic community in higher education to explore and develop science and technology responsibly.

Freedom of the academic pulpit is the authority possessed by professors and/or lecturers who have scientific authority and authority to state openly and responsibly regarding something related to the clump of knowledge, branch of knowledge, or field under study.

Academic freedom and the freedom of an academic platform will be a crucial atmosphere for building creativity and critical thinking. Creativity and critical thinking are skills needed in this VUCA era. Creativity is now an unlimited and very decisive capital.

As Jack Ma said that the upcoming competition is a competition based on creativity and imagination. People used to compete based on how much financial capital they had. However, now conditions have changed and financial capital, knowledge, and assets have been defeated by creative capital. Likewise, critical thinking is an important capital to face the ambiguity that is currently happening.

How can academic freedom and the freedom of an academic platform create creativity and critical thinking? The measure of campus life is rationality. As a granary of rationality, campus opens up opportunities for anyone in it to think, generate new thoughts or think to respond to other thoughts.



Rational interaction on campus occurs because what is being discussed is science and technology. Science and technology rests on rationality. Science and technology are growing at a time when creativity and critical thinking skills are glorified, and that can happen when rationality is also glorified.

Rationality is the media steering that keeps the campus alive. Campus lives because rationality thrives and gets a place of honour. The more advanced the campus, usually the more time allocated for the people in it to exchange their rational thoughts.

What is the relationship between academic freedom and democracy? Academic freedom is a form of micro-democracy. Campuses are demanded to be democratic because the campus is actually raised in democratic ways. Why not, what is exalted is rationality and any expression as long as it meets the standard of rationality is very possible on campus. This is what distinguishes “democracy” on campus from macro democracy outside campus.

The “democratic” tradition with the characteristics of academic freedom above makes the campus has a main characteristic, namely rational. Campus rationality forms the next campus character, which is independent. This independence then makes the campus more valuable or not. The more independent a campus is, the more it glorifies its rationality. On the other hand, the less independent a campus is, the more rationality is usually removed and replaced with a bond of interest as is true in the practical world of politics.

Rational life on campus is capital for campus in positioning itself in democracy. Academic freedom and a strong academic platform will strengthen campus independence from the pulls of practical political interests.

This independence and idealism are the campus capital in maintaining academic freedom and the freedom of the academic pulpit. However, is academic freedom a form of freedom without a purpose?



## Democratic Transition

Academic freedom must be placed in the interests of the nation going forward. Academic freedom, an instrument of democracy that should result ideas and actions that express a system that guarantees the realization of prosperity and justice for all people.

Within this framework, there are a number of steps we must take. First, we must understand our economic and demographic structure. The rural economy and the people in it, which are based on agro-maritime, are still the hallmarks.

Talking about democracy means talking about the majority of the population and their economic characteristics. It cannot be denied that farmers, fishermen, ranchers, forest communities, and other rural communities are still dominant. With abundant natural resources potential along with such demographic characteristics, there is no other way but to strengthen Indonesia's agro-maritime sector. Building an economy based on majority actors is one of the characteristics of economic democracy.

Second, it must be understood that democracy must be carried out in stages. Currently, it seems that political democracy is more dominant than economic democracy. In fact, what is currently needed is economic democracy because it is directly related to the interests of the people's needs.

Efforts to strengthen the agro-maritime sector start from overcoming agrarian inequality, giving agro-maritime actors access to agrarian resources, both land and water. However, access to agrarian resources must be accompanied by access reform, namely technology, capital, markets, and human resources.

This can happen if we place agro-maritime as a "production" regime, not just a "trade" regime. The "production" regime will manage to create added value from the results of the production process carried out by the people. Meanwhile, the "trade" regime focuses more on the aspect of the availability of goods and does not care where the goods come from.



•Rector Message•

# A New Mindset for Transformation

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Currently, three disruptions have hit at the same time; they are climate change, the 4.0 industrial revolution, and the Covid-19 pandemic. This disruption has created global uncertainty. This is a completely new and unprecedented thing. No one has the experience of dealing with these disruptions. Not only Indonesia, even in many countries, including developed countries, feel the same difficulties.

Therefore, it would not be an exaggeration to say that these three disruptions brought everyone on the same starting line as all countries. Because they are in a starting line, then whoever runs fast will win the fight.

The question is whether we can run fast to beat the speed of other countries that definitely will also run? Is our physical condition as good as other developed countries? Will the past experiences determine the pace we run today and in the future?

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Jalan Taman Kencana No. 3, Bogor 16128

Telp. 0251-8355 158 E-mail: [ipbpress@apps.ipb.ac.id](mailto:ipbpress@apps.ipb.ac.id)



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