# Table of Contents

LIST OF TABLES .................................................................................................................. VIII

LIST OF FIGURES ................................................................................................................ IX

ACKNOWLEDGEMENTS ....................................................................................................... IX

SUMMARY .......................................................................................................................... XII

CHAPTER 1: INTRODUCTION .............................................................................................. 1

1.1. BACKGROUND .............................................................................................................. 1

1.2. THEORETICAL PERSPECTIVE AND DEBATES ......................................................... 4

1.2.1. University-business co-operation: a tale of two logics ................................. 4

1.2.2. Academics and the business world ................................................................. 6

1.2.3. Coping attitudes and strategies toward institutional complexities ............ 7

1.3. RESEARCH SETTING AND METHODOLOGY ......................................................... 11

1.3.1. Conflicting logics: Indonesian universities dealing with business co-operation ........................................................ 11

1.4. RESEARCH APPROACHES, CHAPTERS AND OUTPUTS ..................................... 15

1.4.1. Approach 1: desk study and document analysis ........................................... 16

1.4.2. Approach 2: case studies and interviews ...................................................... 16

CHAPTER 2 ....................................................................................................................... 20

UNIVERSITY-BUSINESS CO-OPERATION IN INDONESIA HIGHER EDUCATION FOR INNOVATION ..... 20

2.1. INTRODUCTION .......................................................................................................... 21

2.2. THE CONTEXT OF THE INDONESIAN INNOVATION PERFORMANCE AND UNIVERSITIES ......................................................... 23

2.3. EVALUATIONS OF THE UBC PROGRAMS IN INDONESIA ................................ 26

2.3.1. In the period before 2009 .............................................................................. 27

2.3.2. The period of 2009-2012 and afterwards .................................................. 30

2.4. DISCUSSION ............................................................................................................... 32

2.4.1. Differences in “language” and communication ............................................. 34

2.4.2. Differences in the nature of work and culture ............................................. 34

2.4.3. Bureaucracy ....................................................................................................... 35
2.5. CONCLUDING REMARKS AND FUTURE STUDIES ........................................ 35

CHAPTER 3 ................................................................................................. 37

ENTREPRENEURIAL INCENTIVES, OBSTACLES, AND MANAGEMENT IN UNIVERSITY-BUSINESS CO-
OPERATION: THE CASE OF INDONESIA ............................................. 37

3.1. INTRODUCTION ............................................................................... 37
3.2. BACKGROUND .................................................................................. 39
3.2.1. Resources and facilities issues .................................................. 39
3.2.2. Personal and institutional issues .............................................. 41
3.2.3. Research and teaching issues .................................................. 42
3.3. METHOD AND DATA ...................................................................... 43
3.4. FINDINGS .......................................................................................... 48
3.4.1. Perception towards funding resources .................................... 51
3.4.2. Perception towards proximity (in the distance) and reputation of academics and universities ........................................ 52
3.4.3. Perception towards human resources and qualification of academics and universities ................................................... 55
3.4.4. Perception towards bureaucracy .............................................. 56
3.4.5. Perception towards mutual trust and commitment .............. 57
3.4.6. Perception towards differences in vision and orientation between university and business ........................................ 58
3.4.7. Perception towards research and education (teaching) and UBC .......................................................... 59
3.5. DISCUSSION AND CONCLUSION .............................................. 61
3.6. LIMITATION, IMPLICATIONS AND FUTURE STUDIES .............. 63

CHAPTER 4 ................................................................................................. 65

ACADEMICS COPING WITH BUSINESS LOGIC: A STUDY AT INDONESIAN UNIVERSITIES .......... 65

4.1. INTRODUCTION ............................................................................... 66
4.2. CONCEPTUAL FRAMEWORK .......................................................... 68
4.2.1. Institutional logic of science ...................................................... 69
4.2.2. Institutional logic of business .................................................... 70
4.2.3. University’s valorisation activity and co-operation modes 71
4.2.4. Coping mechanisms for addressing competing institutional logics

4.2.5. Adherences and responses to science logic (dominant) and the business logic (new logic)

4.2.6. Academics’ roles and groups toward competing logics

4.3. Research setting, data collection, and method

4.4. Results

4.4.1. Coping strategies: compliance to dominant logic (science logic) and the inclusion of new logic (business logic)

4.4.2. Coping strategies: comply to business logic and inclusion of dominant (science) logic

4.4.3. Coping strategies: roles and groups of academics – compliance (comply science and defy business logic) and compartmentalization (intermediary both logics)

4.4.4. Interplay between the university’s valorisation activities and the compliance to business logic

5. Discussion and conclusion

CHAPTER 5: GENERAL CONCLUSION

5.1. Conclusion

5.2. Scientific contribution

5.3. Policy recommendation and implication

5.4. Limitation and future study

SAMENVATTING (SUMMARY IN DUTCH)

INTISARI (SUMMARY IN BAHASA INDONESIA)

REFERENCES

AUTHOR BIOGRAPHY

List of Tables

Table 1: Research approaches, chapters and outputs

Table 2: the Indonesia competitiveness position based on the global competitiveness report of the World Economic Forum

Table 3: Evaluation of multi-year Vucer UBC program in 1997-2008