

## Becoming A Supporting Element of Counter Terrorism as College Student

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### Abstract

*Indonesia legislative assembly has legalized the Law Number 5 of 2018 concerning the Stipulation of Government Regulation instead of the Law Number 1 of 2002 concerning the Eradication of Terrorism Crimes into Law. Even so, the practice of which has experienced many obstacles that it has not so far been effective in countering terrorism in Indonesia. Counter terrorism efforts cannot be viewed, conceptualized and carried out in a sector manner by legal institutions only. A National Terrorism Eradication Institution called BNPT is already built by the government to practice this law but seeing the obstacles of the practice faced, it still needs to be systemically strengthened, empowered and better-coordinated by the Coordinating Ministry of Politics, Law and Security. While its efforts in eradicating terrorism need to be systematically designed as a single entity, integrated and interacted with those of various other related institutions, periodically measured and sustained until the strategic objectives are achieved optimally. College as a public institution, in accordance with its Tri Dharma mandates, as education, research and community service development, is obliged to initiate and play a more active and creative role as one of the supporting elements of the National Terrorism Eradication Institution in a Total System Approach. While legal institutions shall remain as the leading sector since all counter terrorism efforts are dominantly parts of law enforcement efforts.*

### Keywords

counter terrorism; total system approach; academic activities.



## I. Introduction

The revision of the terrorism law was passed at the Plenary Session of the Indonesia legislative assembly (DPR) on 25-05-2018. The ratification of which was triggered by the happening of a series of bombings that took place in Surabaya in mid-May. There were some dead and wounded victims in this tragic incident, among others are police personnel and civil society. One of the objectives of the legalization of the counter terrorism law is to facilitate the law enforcement board in making efforts to prevent and eradicate terrorism in Indonesia. Seeing the destructive nature of terrorism to the citizens of Indonesia and human life, terrorism is clearly a crystallization of the values of extremism, radicalism and brutality that encourage the formation of destructive behaviors that not only violate human rights and yank out human lives but violate the law and contradict the fundamental values of Indonesia as a nation, as contained in its four pillars as well. A series of bombings that took place in Surabaya and other areas were acts of terrorism that not only caused damage but deprived other human rights as well.

Despite the efforts to prevent and eradicate terrorism, in its countering terrorism, it is clear that the Government has already used the principles of protection of human rights prudently. But the point is the prevention and eradication of terrorism socially demands a

series of systemic efforts of transforming community current fundamental values and attitudes that encourage the formation of radical-destructive behaviors into the desired constructive ones which can support the productivity and success of Indonesia national human resource developmental programs as a whole.

While the counter terrorism efforts done by the government so far are more law-centered, using a legal approach, not yet using a systemic approach, integrated and synergetic with all other potential governmental and non-governmental institutions as recommended by Total System Approach. There is still an opportunity for the government to improve its productivity and success in preventing and eradicating destructive radicalism. This can be done by not providing a room for those following destructive radicalism to act a crime in the form of terrorism in the society.

One of the potential public institutions to support this purpose is college or university. Colleges need to be empowered effectively as integral parts of the government in the efforts of preventing and eradicating terrorism in Indonesia. Looking at the model, continuity, the allocated time needed and multidisciplinary scope, efforts to prevent and eradicate terrorism in Indonesia need to conceptualized and carried out as a series of activities, characterized as systemic and synergistic activities that need to involve many components or organizations of both governmental and non-governmental. Efforts to prevent and eradicate terrorism are also a series of synergistic activities that also need to involve an interface of a variety of scientific disciplines related to the transformation of the value system of certain society leading extremism, brutalism and destructive radicalism as their ideologies to the one fitting the value system of the 4 (four) state pillars of Indonesia.

## **II. Research Method**

This study uses normative-empirical legal research method. This study examines the implementation of factual legal provisions on any particular legal events that occur in society in order to achieve a predetermined goal. Normative-empirical legal research stems from positive legal provisions imposed on legal events in concreto of the community. This study uses the approach of the law (statue approach) and the conceptual approach, the law approach is carried out for the purpose of examining laws and regulations relating to legal issues faced, while the conceptual approach is carried out from the viewpoint of theory and concept and doctrine that develops in law.

## **III. Result and Discussion**

### **3.1 Definition of Scope of Terrorism**

Terror and terrorism are two almost similar words which have recently become popular topics. The term terrorism itself relates to the words terror and terrorists, but systemically lexical terror means the chaos of arbitrary actions to cause chaos in society , while in Indonesia and international countries agree that the term has a negative connotation. In Indonesia, the term terrorism is not clearly stated in its legal rules, both Law number 15 of 2003 and Law Number 5 of 2018. In this regulation only the definition of terrorism is stipulated in article 1 paragraph 1, "Act criminal terrorism is any act that fulfills the elements of a criminal act in accordance with the provisions in the Government Regulation in substitute of this Law ". Terrorism cases are included in the scope of criminal law, because of their widespread impact on society in general so that they must be resolved with the last legal means in accordance with the principle of *Ultimum Remedium*,

a criminal law as the last legal means if administrative sanctions and civil sanctions are unable to resolve them.

Terrorism then experienced a shift which was originally an act carried out by an authoritarian government with political reasons being a category of crime against state and crime against humanity which resulted in victims of a government society so that the political and religious ideals of terrorists were achieved, the mindset tended to be influenced by doctrine- ideological doctrine for certain political goals. Terrorism in Indonesian society is also formed from the fanaticism of its minority of people towards certain spiritual values, religion, beliefs or faith that are contrary to and even violate the fundamental values as philosophy and way of life of the Indonesian nation which are expressed or implied in its 4 (four) main pillars, namely the 1945 Constitution, Pancasila, Bhineka Tunggal Ika and NKRI.

Extremism, radicalism and brutalism embedded in terrorism are destructive to the life of the nation and the state of Indonesia. It is clearly not in accordance with the fundamental values as philosophy and way of life of the people of Indonesia. Therefore, it must be resisted and eradicated from the face of the Indonesian earth. But, because of less effective efforts in preventing and eradicating terrorism by the government, this destructive ideology has become deeply rooted in the society. Now terrorism in Indonesia has become an underground movement threatening the integrity of the Indonesian nation.

### **3.2 Effort of Counter-Terrorism**

The eradication of terrorists and terrorism in Indonesia is really not enough if the government only views terrorist cases and terrorism problems in this country just from a legal perspective and takes firm action against the perpetrators based on the terrorism law (Terrorism Act). The government shall view the problem of terrorism in this country as a matter of destructive fundamental values that encourage the formation of destructive human attitudes and behaviors of this country. This means that terrorism must be seen from a multi-dimensional perspective (social, cultural, political, economic, security and defense).

Indonesia as a state as the policy maker, in addition to formulating regulations on terrorism, has made another rule, Law Number 9 of 2013 concerning Prevention and Eradication of Criminal Funds for Terrorism Funding, as an effort to control funds so that the development of terrorism so that it is not increasingly widespread in Indonesia. This is derived from the International Convention for the Suppression of Financing of Terrorism 1999 (International Convention for the Eradication of Terrorism Funding 1999). The government has also made a specialized institution to resolve terrorism called BNPT through Presidential decree Number 46 of 2010 concerning the National Agency for Combating Terrorism, but still these efforts have in fact not succeeded in preventing and eradicating in Indonesia optimally.

Whereas in fact acts of terrorism have already existed at the College level, this can be proven by terrorism cases that occurred in Riau (02/06/2018), at University of Riau ex student (UNRI), who allegedly had assembled four bombs to detonate in few places, including the DPR building in Jakarta. This is potential to happen in other colleges too. This is a problem because students cannot be treated repressively with legal approach only. So there must be preventive and eradicating efforts in educative ways; those are the internalization and practice of values and principles that drive tolerance within the educational institutions so that such destructive actions never happen again in the future. Therefore, there is a demand that the values and principles of tolerance and mutual respect among human beings are to package in preventive and protective regulations. However, to

succeed the practice, various effective open dialogues among colleges, student organizations and the preventing and eradicating terrorism authorized legal institutions are still needed. This is only to be done to prevent students from feeling intervened and socio-politically injured during the process of freedom of thoughts, as well as to limit students who are potential to lead a wrong way of thinking, that is terrorism, and to direct them to a right way thinking suited to the 4 (four) pillars of Indonesia as a state and nation.

According to Hardiman in Vermonte, terrorist groups are utilizing the development of technological and communication advances to achieve their goals. Besides using the classical method, this action is an action that creates more damage and loss of life. This opportunity is used by terrorist groups to expand their actions more widely, one of them is by way of regeneration through students.

A data collection conducted by BNPT in 2017 shows that 39% of students in 15 provinces in Indonesia are interested in radicalism including Riau. This is because there are no preventive arrangements regarding terrorism, especially for students, so it is clear that the freedom to think without limiting signs causes students to become easy targets for terrorists to carry out regeneration within their groups. Because students are still looking for identity and must always think critically, then seeing that reality it is necessary for the government and also the internal parties of the colleges concerned to make integrated preventive and eradicating counter terrorism efforts.

Regarding all of the above discussion, the integrated preventive and eradicating terrorism efforts needs to be carried out as a whole, in a systemic manner, integrated and synergized with colleges and other state institutions, including non-governmental institutions, measured and sustained until the strategic goals are achieved through the following 3 (three) approaches:

1. Political education approach, this is a long-term program, through formal education system, especially colleges of both state and private, including those oriented to religious education of both Islamic and non-Islamic. The focus of this approach is on preventive efforts by giving learners or students an adequate understanding of the fundamental values and principles of the Indonesian nation as contained in the 1945 Constitution, Pancasila, Bhinekka Tunggal Ika and NKRI which must be the guidelines for all Indonesian citizens in relating to each other within all regions of the Republic of Indonesia and also to the international community. Of course, it will be more effective if the political education approach starts from the Basic Education level. The practice of which are to include in the curriculum of formal and informal education institutions. Of course, the material and methods must be well-adjusted to the age, type, level of education and social development. The strategic goal is to create a new generation of young people in the country who are counter-extremism, destructive radicalism, brutalism and terrorism and behave in constructive attitudes and productive behaviors supporting the national human resource developmental programs of Indonesian. If this political education starts from the level of Basic Education, it is strongly possible that around the next 17-18 years the profile of desired Indonesia's young generation above will be created. Though political education that starts at the college level is still classified as speculative, and its potential for success is small, it is still useful if it is done accurately and effectively. But firmly this study only focuses on counter terrorism efforts at college level.
2. Social Education Approach. This is a Medium-Term Program. The focus of this approach is on efforts to increase the solidity of the system of guidance and supervision of education on community learning centers that indicate or are suspected to indoctrinate ideologies of terrorism (extremism, radicalism and brutalism) to certain

groups of people in the society. The strategic goal is to counteract and narrow the space for terrorism dissemination in the community.

3. Legal approach. This is a Short-Term Program that is a repressive approach. The focus of this approach is on law enforcement efforts by cracking acts of terrorism or terrorists down. The strategic goal is to give severe penalties to the perpetrators of terrorism (extremism, radicalism and brutalism) in the community to make them deterrent for those intending to commit acts of terrorism discouraged.

### **3.3 Function and Role of Tri Dharma College**

As discussed above, college has a strategic role in counter terrorism efforts. College as stipulated in article 5 C of Law Number 12 of 2012 concerning Higher Education has the function as an individual public institution which is able to apply the value of Humanities to be beneficial to the progress of the nation, as well as the progress of civilization and welfare of humanity. Students of colleges have an important position as the leading fighter in changing our nation towards a better direction. The Tri Dharma of college covers 3 (three) important functions that must be developed, namely education, research and community service. These three functions are interrelated to one another so that they must be applied simultaneously as a whole. Each has the distinctive task and function and supports each other so they cannot be separated in their implementation.

#### **a. Education and teaching**

Education has a universal meaning and can be carried out throughout one's life, from generation to generation, and it has a tremendous impact on human life. Education and students are united and always related. As intellectual group, the quality self in terms of education must be improved sustainably so that the quality of the Indonesian nation will also increase in accordance with the knowledge learned during the education process of the program taken in campus world. With education, students have the right basis for thinking in deciding various things in and post-campus world. The right mindset is generally obtained during a period of education through various teaching and learning processes and personal educational experiences. The education pursued is in accordance with the choice of study programs provided by each college which will later become the learning focus of students in developing and implementing their knowledge.

#### **b. Research and Development**

Research is an activity in generating empirical knowledge, theories, concepts, methodologies, new models or information that enrich science, technology and art. Armed with the knowledge gained from education, research can be carried out in the context of the advancement of existing science and technology. Research is a form of implementation of knowledge acquired during the process of education in higher education. By conducting research, students have direct strategic roles in solving various phenomena of scientific problems in accordance with the knowledge they learn. Research is an important factor in accelerating the development of basic and applied science whose benefits can be felt directly or in the future.

#### **c. Community Service**

Education and research conducted by students will not have significant uses if not directly applied to the community. In this case, the community is an important component that must be touched by education and research conducted by various colleges. Researches that are developed in colleges should have concrete benefits and can be felt directly by the community.

Basically, community service aims to help people to be willing and able to meet their own needs. In other words, community services carried out by students through various

activities must be able to produce output in the form of a more independent society by utilizing various available resources. Nowadays various students' organizations in colleges have been very active in carrying out various community service activities such as village development, village community training and counseling, tutoring for children, and various other activities.

### **3.4 Total System Concept (Total System Theory)**

System theory, also called system science, is a multidisciplinary study of existing systems for researching or investigating phenomena from a comprehensive or comprehensive approach. The system itself can be natural, man-made, living or not, which is found in all aspects of life. People holding systemic thinking or systemic views believe that it is impossible to fully understand a phenomenon without detailing it into its basic components. They are more convinced that a global view is needed to understand a phenomenon or event as a whole. Based on this explanation it is understandable that terrorism in Indonesia cannot be seen as a separate part of other ideologies in its society.

#### **a. Development of Systems Theory**

The principles of systems theory are found in the science of biology, because some of the founders of the core concepts include Ludwig Bertalanffy and Humberto Maturana, all of whom are biologists. One of the systems theory's points of view is to view an individual or a group of people as their own ecosystem who have a changing part that affects each other. These principles of system theory have been applied in the field of psychology to explore and explain behavior patterns. This approach was then sharpened by several individual experts, including Gregory Bateson, Murray Bowen, Anatol Rapoport, W. Ross Ashby, and Margaret Mead. Based on this explanation it can be concluded that the principles and approaches of systems theory can also be applied to the exploration of and search for explanations of extremism, brutalism, destructive radicalism or terrorism behavior patterns that develop in certain groups to later be used as basic assumption by counter terrorism organizations in formulating strategies to prevent and eradicate terrorism in Indonesia.

#### **b. System Theory Concepts**

A system is characterized (has characteristics) as a group of parts that interact to form a unity, systems have clear or firm boundaries that separate them from external elements distinguishing between inputs, or factors that affect the system, and its output, or its influence or types of products. A system is understood as a combination of parts or components that work together that is workable to control a task or counter terrorism activities in Indonesia. All systems have inputs, processes and outputs. The inputs can be in the form of existing acts of terrorism, the processes are transformation of values and attitudes of these destructive radicalism to the constructive values and attitudes that make the society calm and peaceful, done in the efforts to support the success of Indonesia national human resources developmental programs.

A system is very likely to have feedback loops, which occur when the output of a system returns to input, forming a circuit. Changes that occur in one component of a system will affect the other components as well as the whole entity. This dynamic allows it to predict what might happen when a system experiences unknown changes.

System theory has been applied in the field of psychology, which is called system psychology. People who view psychology through systems theory view individuals as integral parts of their systems or groups. To create a system that can satisfy all the interests, expectations, needs and desires of each person of the whole society or all members of a group must be reconsidered because this is too speculative. So when an issue

develops, this is as a representation of more detailed of systemic interactions than the shortcomings of a human beings.

### 3.5 Total System Concept

Although the Total System Concept was originally only used to improve the performance of improved building structures, in the development of the practice of the total system concept was then related to the discipline or the science of concrete engineering. Furthermore, developing, conceptually the total system concept can also be implemented to transform fundamental values and principles that are destructive of the social environment or the community as a whole to positive values that create community calmness and peace and constructive behaviors that can support the success of Indonesia's national human resource developmental programs. Related to concrete engineering, its application in designs and specifications, calculation of environmental demands, selection of suitable materials, production technology and assessment of the quality of a material and its operation can ensure long-term performance of improved structures that have been achieved. From this it can be concluded that The System Concept also defines that a system as a set of interconnected and interacted components. Learning from the principles and work mechanism of The Total System concept, it is then necessary for all organizations of counter terrorism to understand the concept of a project improvement system that naturally identifies the system and its relationship with its environment to ensure the resilience of the improved structure. So, the conclusion is these principles and work mechanism of The Total System concept are also applicable and workable in social sciences related to the transformation of fundamental values and attitudes of a community of various social backgrounds.

In a book entitled *Leading Corporate Transformation, A blueprint for Business Renewal* Chapter 1. Pages 33-34. Written by Robert H Miles, Total System Perspective reminds us that it is very important to make simultaneous changes involving all dimensions of the organization when a transformation process exists. The total system approach is not just a signal that all elements of the organization are interdependent in their impact on organizational behavior and performance. Large changes in one or more elements of the organization without their associated changes in other elements tend to cause chaos while important design elements begin to attract organizations in different directions. Therefore, fundamental changes are needed, it is recommended to continue sequentially in the organizational design process. The challenge is to move the courage of all fronts simultaneously.

Furthermore, it is still in the same book, Chapter 1 page 35 Robert H Miles (1997), said that in developing organizations, like developing counter terrorism organizations, the role of vision is the central-epicenter's role which becomes the basis, guidelines and references for leaders of counter organizations terrorism in designing strategies, competencies, structures, infrastructure, people (human resources) and culture. On page 36 it is further discussed that an organizational transformation (the writer believes it is including the organization of counter terrorism), organizational vision first becomes the basis for designing the strategy and competency of the organization, after that the structure, infrastructure, people and culture . Given the strategic role of the vision in counter terrorism organizations, the organization's leaders need to first define the vision of the terrorism counter organization, "Robert H Miles (1997), *Leading Corporate Transformation, A blueprint for Business Renewal* 1.35-36. A total-approach to organization planning, built upon the corporate vision, is essential to order transformation."

In the same book chapter 1 pages 38-39, Robert H Miles says that the main purpose of total system analysis in the early stages of transformation are to identify the main gaps in each design element, between current conditions and organizational vision conditions. These gaps are translated into creative early main initiatives that help encourage organizational members to take action, measure the scale of transformation needed, express direction and or follow where the visionary journey must continue.

The primary proposition of total system analysis in the initial phase of corporate transformation is to identify the major "gaps" on each design element, between the current and vision state of the organization. These entries translate into creative tensions that help excel members of the organization to action, gauge the magnitude of the transformation required, reveal the direction or vector along which the vision journey must proceed.

The Role of Higher Education in accordance with Tri Dharma in the Efforts of Preventing and Eradicating Terrorism in Indonesia, based on the Total System Concept

To reduce the destructive impacts of acts of terrorism, a special, comprehensive, organizational and systemic treatment is necessary for a unified organization to understand the precautions and counter measures when terrorism occurs . The handling of terrorism itself is more focused on repressive remedies, this is evidenced by the existence of a new law that regulates the prosecution of crimes of terrorism, namely Law number 5 of 2018. In the core of this regulation, only the context of understanding terrorism and the involvement of the TNI in combating acts of terrorism are added. This shows repressive efforts taken by the government in dealing with terrorism. Whereas Repressive Repression (criminal law) efforts are essentially *Ultimum Remedium* in the concept of upholding the law, so there needs to be another effort before carrying out such repressive efforts.

#### A. Preventive Efforts with the Concept of Tri Dharma College

On the preventive side, the government has actually made a breakthrough regulation with the existence of the BNPT in articles 2 to 5 that regulate the function of the BNPT itself. In relation to the function of the Tri Dharma College, there shall be concrete steps by the government, through its BNPT to more effectively empower colleges as one of the supporting institutions concerning the task and efforts of preventing radical understandings that lead to acts of terrorism in Indonesia. It is unforgettable that one aspect of acts of terrorism growth in Indonesia is also originated from College. It means that there is a need for stronger coordination from upstream to downstream among all the elements of terrorism organization in Indonesia. In other words terrorism organization may not only take action after an act of terrorism occurs but there must be preventive efforts 'before' acts of terrorism exists.

Through the practice of Tri Dharma mandates of College, systemic efforts can be made to protect students from terrorism. This is contained in the first one related to education and teaching. Through this, desired patterns and values will be paternalistic then implemented in students' real lives in the community. Concrete steps that can be done by colleges are making students understand, internalize and then implement views, ideologies, values, attitudes and behaviors that are appropriate to the social and political conditions of the Indonesian people, they are the 4 (four) pillars of Indonesia as a nation and state. These concrete steps shall be included in academic education curriculum and calendar of activities. These should be encouraged students to learn about the importance and to strengthen the fundamental values and attitudes of Indonesia in their everyday lives.

In addition, the second with regard to research and development, the framework of research and development can be carried out in supervision of college on student activities (UKM), done especially towards organizations that are not purely originated from college. This right is a vital part of the prevention of the certain destructive understanding which



later will be feared to be a seed of terrorism. Many organizations that are followed by students outside colleges, so the colleges are expected to act as filters on off-campus activities that students follow, but still colleges shall pay attention to the right of freedom to speak of everyone. Furthermore, there must be open dialogues between the student organizations and colleges concerned so that students do not feel intervened. This is done just to control so that students do not go beyond the limits of thinking towards radicalism and intolerance as destructive understandings.

Furthermore, the third is related to community service, preventive efforts that can be carried out by colleges related to the subject are by disseminating tolerant understandings that are in accordance with the views, ideologies, values, attitudes and behaviors that are appropriate to the social and political conditions of the Indonesian people, they the 4 (four) pillars of Indonesia as a state and nation, which have been taught in various lectures inside the academic curriculum, calendar and activities as already discussed in the first point of analysis of this discussion. This later can be intensively done through Kuliah Kerja Nyata (KKN) program as well as in the daily lives of students in their home areas after their graduation from colleges.

Referring to the three elements of the Tri Dharma of colleges above, this KKN program is expected to reduce the entry of terrorism influence on students and also reduce the impact of acts of terrorism itself.

### **3.6 Preventive Legal Efforts with a Total System Approach**

The concept of a total system approach in an organization planning, is a general concept that connects prevention and repression (preventive repressive) efforts into a unified actions (systemic) that can be used as the basis for efforts to counter and or stop terrorism in Indonesia. The concept is in accordance with the efforts to deal with acts of terrorism. Act of terrorism itself is a systematic and collective actions in which the spread is not only for the purpose of creating acts of terrorism but also spreading destructive doctrines and understandings, so that the deterrent is not only focused on the acts of terrorism, but there must be preventive counter terrorism efforts.

### **3.7 Repressive Legal Efforts on Acts of Terrorism**

That the repressive concept adopted as an act of *Ultimum Remedium* is one of the efforts, put forward efforts to fulfill human rights, in which the pattern of communication is more advanced than the intention to punish someone. In the terrorism law, articles which are true in nature are intended with the aim of giving punishment as one of the consequences of actions committed by someone. This is done to give a deterrent effect to the community and also the behavior of terrorism.

Seeing the function of repressive actions as a whole from the total system concept, crime of terrorism itself must be addressed specifically by involving other related parties. But on the other hand, there are no clear rules regarding the division of functions of the parties that have direct contact with the eradication of acts of terrorism. This is an evident that for the involvement of many parties and institutions in terms of law still overlaps each other. So, it is not effective yet. As known by public, there is an overlapping between presidential regulations and government regulations, even so with the revision of Article 43 of the Terrorism Law that the TNI is also involved in combating terrorism. This is certainly also a homework for the government to be able to settle the authority that remains in eradicating this act of terrorism.

In addition, to its application, it is necessary to practice human rights values, in Article 13A, it is regulated that people who are affiliated with a group that is considered a

terrorist group or an attempt to incite, can be subject to criminal acts. This is certainly a sensitive issue considering that in practice it can lead to friction in society. In addition to the incitement problem, in Article 25 there is an additional detention period of a maximum of 180 days to 270 days, this is certainly a separate Concern for those involved in this matter.

#### **IV. Conclusion**

Indonesia legislative assembly has legalized the Law Number 5 of 2018 concerning the Stipulation of Government Regulation instead of the Law Number I of 2002 concerning the Eradication of Terrorism Crimes into Law. To make the practice or the implementation more effective, counter terrorism efforts need to be viewed and conceptualized as a counter terrorism system. The consequence is that all the efforts of which need to be systemically designed as a single entity, integrated and interacted with various other related potential institutions, periodically measured and sustained until the strategic objectives are achieved optimally.

A National Terrorism Eradication Institution called BNPT has been built by the government, but seeing the obstacles in its practice, this institution still needs to be systemically strengthened, empowered and better-coordinated by the Coordinating Ministry of Politics, Law and Security.

College as a public institution, in accordance with its Tri Dharma mandates covering education, research and community service development, is obliged to initiate and play a more active and creative role as one of the supporting elements of BNPT organization in a Total System Approach. Legal institutions shall remain as the leading sector when the counter terrorism efforts are dominantly parts of law enforcement efforts. Police shall remain as the leading sector when the counter terrorism efforts are dominantly parts of law enforcement efforts in civil society. TNI shall remain as the leading sector when the counter terrorism efforts are dominantly parts of security efforts. Non-Government Organizations shall be treated and empowered as other supporting elements of BNPT.

Colleges shall take active and creative role of preventive counter-terrorism efforts in a preventive sociological approach by building constructive ideologies, values, attitudes and behaviors in accordance with the 4 (four) pillars of Indonesia as a state and as a nation. Further, colleges can also take the role of transforming radical negative ideologies, values, attitudes and behaviors to constructive ones that are in accordance with the 4 (four) pillars of Indonesia as a state and as a nation. The practice of these active and creative roles can be integrated in Colleges' academic calendar and activities. This must be a constructive contribution to the practice of law enforcement related to counter terrorism efforts in Indonesia.

To make sure that the involvement of colleges and other public institutions including non-government organizations is supporting the efforts of countering terrorism in Indonesia, it is necessary for BNPT top management to make themselves transformational leaders of a successful counter terrorism organization. They are demanded to have the required competence, character and capacity to design a framework for leading a changing and challenging counter terrorism organization of Indonesia. They must be able to generate energy for transformation, develop a vision of the future, align the organization and create transformation architecture. They are also demanded to plan their organization with a total-system approach, which is built upon their counter terrorism organization vision. Then their organization vision informs the strategic axis of the system (strategies and

competencies) and then the organizational axis (structure, infrastructure, people and culture).

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