

The Sustainability Maturity Level of Private Universities In Indonesia

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1 The Sustainability Maturity Level of Private Universities In Indonesia

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ABSTRACT

1
The Sustainable private universities must be able to form relationships with various parties, including the government, and private sector, and must have sustainable leadership who realizes that universities have an important role in achieving sustainable development goals. This study aims to formulate the sustainability maturity level of private universities in Jakarta. The sustainability of higher education is very much determined by the ability to adapt to environmental dynamics. Four sustainability maturity level indicators are used to measure the extent of the company's maturity level, namely beginning, elementary, satisfaction, and sophisticated. 31 Questionnaire and in-depth interviews have done with the respondent who is leaders or officials from several private universities in Jakarta. The result shows that the majority are in the satisfactory category and motivation and compensation are at the sophisticated level. However, private universities need to focus more on the resources allocated for recycling, biodiversity care, and product environmental issues which are still at the basic level of implementation.

1
Keywords — *Maturity Level, Private University, Sustainability, Strategic Management.*

INTRODUCTION

3
In the era of change, the presence of sustainable development goes hand in hand with the development of technology and information. Society 5.0 is A New Humanism that offers a new model to solve social problems to achieve the Sustainable Development Goals (SDGs) (Junaidi, 2020). The sustainable development goals have a focus on the environmental, social, and economic fields. Sustainable development does not only talk about economic growth and development or physical and spatial development, but it also talks about the next generation of the nation that must be educated in such a way to make long-term investments. Universities need to be more involved and important in accomplishing sustainable development goals (Brodjonegoro, 2018). Higher education is a national education system with a role and strategy in educating the nation's life and advancing science and technology by implementing and realizing humanities values and sustainable empowerment.

Universities can play an important and strategic role in sustainable development (Hidayat, 2021). Private universities are integrated with sustainable development and have ecological, economic, and social pillars. It's the same with the pillars of sustainable development, each of which contains the substance of the tri dharma, namely education, service, and research (Wibawa, 2021). To support the achievement of sustainable development, research and application must have clear and focused roadmaps and benchmarks. Sustainable universities must be able to form relationships with various parties, including the government, the private sector, and other universities, and must have

sustainable leadership who realizes that universities have an important role in achieving sustainable development goals (SDGs).

In the era of change and the Covid-19 pandemic, it is a big challenge for private universities in achieving sustainability goals. Not only the learning process has changed, but the economic side that is directly related to the campus operational system has also changed and has the potential to be revoked by the government. Besides sustainability, other challenges that must be faced by private universities are the existence of institutions and quality (Sutoyo, 2020) Because the standard size of private universities is seen from its quality, therefore every effort is made to implement that quality. Therefore, this becomes a challenge and opportunity for private universities to carry out their roles and strategies (Ramaditya, 2022).²⁷

The strategic planning of private universities in carrying out sustainability leads to a competitive advantage strategy model based on the sustainability of higher education development. The strategic plan is a step that must be taken in the sustainability of a university, the existing plan is the goal of a university's competitive advantage. We can build a clean university environment and minimize current diseases by managing garbage. According to Indonesia Law Number 18 of 2008, waste management is an activity that includes the reduction and handling of trash that is the effect of human activities. If there is no waste management, the university environment will feel uncomfortable, one of which is the smell of the existing garbage. For this reason, a university is advised to carry out waste management to make a sustainable campus by utilizing existing waste, if there is plastic waste, it can be used as handicrafts made of plastic. To achieve the sustainability of higher education, it is necessary to improve quality, partnership programs, intellectual capital, organizational culture, waste management, and also the right strategy to be more competitive in increasing university excellence.

The Maturity Model is an approach that organizations can use to identify sustainability issues, sustainability strategies, new business models, and the circular economy. Baumgartner and Ebner (2010) use this concept to narrow the gap by developing a specific aspect profile for a sustainable capability strategy that is related to the characteristics of a sustainability strategy. Therefore, key sustainability issues are defined as long-term values that must be implemented to achieve the sustainability goals that have been set efficiently. This long-term value can be consistently and steadily increased in organizational performance that can apply economic, social, and environmental values And is usually based on 3P standards, namely people, profit, and the planet. On the other hand, some ways can be used regarding the determination of a sustainability strategy, for example, a strategy that focuses on the internal or external orientation of sustainability commitments. Which in turn can help companies that are already committed to sustainability to verify whether they are consistent in implementing these different sustainability strategies or not.

There are several indicators discussed by Baumgartner and Ebner (2010) regarding the types of sustainability strategies which have six elements. Firstly, innovation and technology that efforts related to sustainability to reduce environmental impacts on new products and business activities. Secondly, collaboration is good cooperation and active cooperation with various business partners in universities. Thirdly, knowledge Management activities and approaches to maintain knowledge related to sustainability within the organization. Fourthly, processes that are clearly defined processes and roles so that business activities are carried out efficiently and every employee knows what the organization regarding sustainability. Fifthly, purchase Is awareness and consideration of sustainability-related issues within the organization as well as along the supply chain. Sixth, sustainability reports that are reporting sustainability issues in company reports, either separately from sustainability reports or integrated into corporate reports. Ramaditya et al., (2022a) stated that in this concept the type of strategy describes the general possibility of being able to face sustainability challenges in private higher education.

The education industry in Indonesia has seen intense competition in recent years. The number of universities in Indonesia in 2020 reached 4.593 educational institutions dominated by private universities. However, the available data shows a decrease in private universities every year. The decreasing number of private universities in Indonesia from 2018 to 2021 is caused by three factors:

12 moving locations, mergers or acquisitions, and bankruptcy. According to Putra, (2019) 6 implementing quality services in higher education is the key to distinguishing competitors and ensuring the long-term sustainability of higher education. This research is focused on the utilization of specific resources and capabilities of higher education to sustain. This study aims to formulate the sustainability maturity level of private universities in Jakarta. The sustainability of higher education is very much determined by the ability to adapt to environmental dynamics in responding to environmental dynamics. An organization's ability to change more effectively and faster than competitors is part of its competitive advantage (Papanthymou & Darra, 2019). One of the most critical resources of an organization is its employees and the knowledge they possess because it can create a competitive advantage.

2. LITERATURE REVIEW

15 The Sustainable Development Goals (SDGs) are designed as a continuation of the Millennium Development Goals (MDGs) whose goals have not been achieved until the end of 2015. The Sustainable Development Goals are a development framework and negotiations for countries in the world (Teece et al., 2009) From 2016 to 2030, the United Nations has re-launched the SDGs program. As part of the United Nations, Indonesia and 192 other countries have participated in adopting the SDGs as a sustainable development program. The Sustainable Development Goals (SDGs) are included in the 2030 Agenda which is a sustainable development agreement based on human rights and equality. The concept of a sustainable campus or green campus pays attention to three aspects, namely economic, social, and social. For example, in Education is relevant to goal 4, namely realizing a fair education and paying attention to environmental issues.

Private universities are educational institutions that prepare students to become members of the community who have both academic and skill abilities. The implementation of higher education refers to the Tri Dharma of Higher Education which includes education, research, and community service. Private universities are a secondary need, education still has a very important meaning, because without human education it will be difficult to develop and will become a backward group. Thus, education must be directed to produce quality human beings who have competence and must be of good character, morals, and noble character. Private universities are systemic entities with open and multi-meaning systems, which build a creative and effective process of fostering and empowering higher education components and respecting diversity. And become one of the most important institutions in the development of education in Indonesia. Because its development is inseparable from the demands and ideals of national development.

3. METHODOLOGY

29 The analysis of the level of sustainability maturity is carried out with a survey to measure the level of sustainability maturity in higher education based on the circular economy dimension with a size of 1 – 4 (Wahyuningsih, 2017). Millennium Development Goals and Sustainable Development Goals (SDG) The sustainability maturity level analysis involves respondents who are structural officials at private universities in the higher education service Institute region III area from the positions of the fifty-five rector, sixty deans, twenty two heads of the department, twenty head of the study program, fifteen head of the section, and director. Respondents were asked to identify and assess the sustainability maturity of private universities through 5 (five) levels starting from 1 (one) namely Beginner, Stage Two Elementary, Stage Three Satisfaction, and up to four being Sophisticated which defines success and represents the highest level of maturity based on the university's internal criteria.

Private sector regarding the implementation of the sustainability strategy. Stage 1 or beginning is describing the initial conditions of the company in carrying out a circular economy. Furthermore, respondents will conduct an assessment of the five levels associated with the operationalization of the circular economy of the education business at universities. The results of the assessment of each factor will be used to obtain and determine the level of maturity of the sustainability of private universities. The aspects measured in the sustainability maturity model as mentioned in tables 1 to 4 are as follows:

Table 1. Economic aspects for the sustainability of private universities

No	Aspect	Criteria
1	Innovation and Technology	Efforts made by universities in reducing the impact on the environment
2	Collaboration	Good cooperation and active collaboration with various partners
3	Knowledge Management	Implementation of knowledge management to maintain college continuity.
4	Process	The level of employee understanding that operational processes must be carried out efficiently.
5	Purchase	Consideration of sustainability issues in the supply of goods at universities when dealing with suppliers.
6	Sustainability reporting	Consideration and reporting on sustainability issues in the annual report at universities.

Source: (Baumgartner dan Ebner 2010).

Table 2. Environmental aspects of company sustainability

No	Aspect	Criteria
1	Resources are allocated to recycling.	Use of renewable energy and resources as well as recycled resources in the university environment
2	Polluting emissions into the air, water, and/or ground	The company's efforts to prevent pollution of air, water, and land.
3	Care Biodiversity	The company's efforts to maintain biodiversity
4	Environmental issues of product	Consideration of environmental aspects in each life cycle

Table 3. Internal social aspects for company sustainability

No	Aspect	Criteria
1	Corporate governance	Implement company rules related to human rights, such as freedom to practice one's beliefs, gender equality, people with disabilities, ethnic differences, and skin color
2	Motivation and incentives.	Efforts are being made by management so that lecturers and education staff feel they have an attachment to issues of higher education sustainability.
3	Health and safety	Company policy provides health and safety guarantees for risks at work
4	Human capital development	the efforts of universities in improving the capabilities of human resources.

Table 4 External social aspects for company sustainability

No	Aspect	Criteria
1	Ethical behavior and human rights	Applying university rules regarding matters related to human rights, such as freedom to practice beliefs, gender equality, people with disabilities, ethnic differences, and skin color.
2	No conflicting interest	Implement company rules for preventing conflicts of interest.
3	No Corruption activities	Implementation of company rules regarding preventive

	and awareness of the same	actions against fraudulent behavior and similar actions.
4	Corporate Citizen	The company's efforts to make people in the surrounding environment feel participate in the existence of the university.

4. RESULT

To measure and assess the sustainability maturity level of private universities, an analytical approach to the sustainability maturity level of sustainability maturity level is used Baumgartner & Ebner, (2010). Furthermore, to measure the extent of the company's maturity level, 4 (four) sustainability maturity level indicators are used, namely beginning (beginner), elementary (basic), satisfaction (satisfactory), and sophisticated (extraordinary). Assessment of the Sustainability Maturity Level (sustainability maturity level) of higher education is carried out through questionnaires to 32 respondents with positions at the level of Head of study program/head of the department, head of the department/director, dean/deputy dean, and chancellor. The aspects measured include 18 (eighteen) aspects. The results are broad as mentioned in figure 1 below:

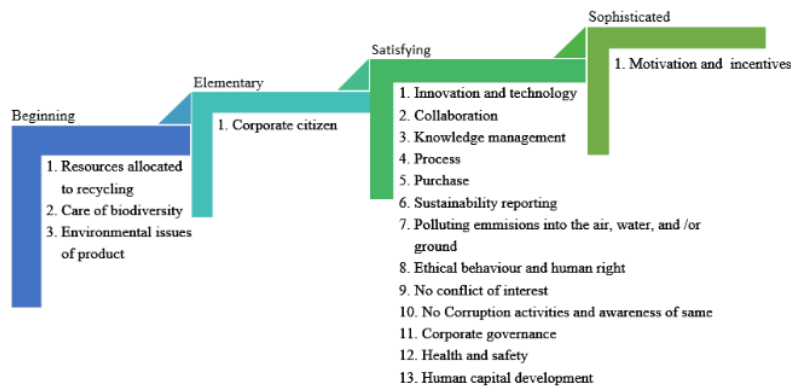


Figure 1 Maturity level of Private Higher Education sustainability

Three aspects are still at the beginning level so further development needs to be done which are:

- 1) Resources allocated to recycling. Great attention to trash or waste management makes private universities have special work units and also budgets that are specifically used to manage waste or trash, even though the management is still using 3rd parties.
- 2) Care Biodiversity. Currently, universities already have a high concern for environmental sustainability, even this is also a concern. However, in terms of management, some still use 3rd parties.
- 3) Environmental issues of the product. Private universities as much as possible use environmentally friendly materials. Starting from operational processes that consider efficiency and risks to the environment.

There is one aspect that is still at the elementary level so further development needs to be done which are:

- 1) Corporate Citizen. The efforts of private universities to increase the participation of the surrounding community are only limited to collaboration in building infrastructure facilities carried out through community service activities.

Thirteen aspects are at a satisfying level which are :

- 1) Innovation and Technology. Currently, private universities are still using a combination of their technology and third-parties technology entirely. The supporting technology already uses domestic production, but for high technology, it still uses third parties technology.
- 2) Collaboration. Currently, universities are still collaborating with DUDI and other institutions to support the activities of the tri dharma of education.
- 3) Knowledge Management. Currently, private universities are still developing knowledge management by the existing academic climate. Private universities have seen that knowledge management is a very important aspect of maintaining organizational sustainability.
- 4) Process. The awareness of employees to carry out the production process efficiently is quite high. This is because efficiency has become a target in employee KPIs.
- 5) Purchase. In carrying out the process of procuring materials for the production process, the procurement unit has considered aspects of efficiency, quality, and governance, as well as aspects of company and supplier sustainability.
- 6) Sustainability reporting. Periodically, universities have submitted reports to the public through the website.
- 7) Polluting emissions into the air, water, and/or ground. To reduce waste, universities process liquid waste resulting from processes that cannot be processed internally by using the services of a 3rd party.
- 8) Ethical behavior and human rights. Universities have implemented company regulations regarding matters related to human rights, such as freedom to practice beliefs, gender equality, people with disabilities, ethnic differences, and skin color. Nowadays things related to these things have become university culture.
- 9) No conflict of interest. Universities have carried out the potential for conflicts of interest with the Foundation where every decision that has a major impact on the university goes through the strategic plan.
- 10) No Corruption activities and awareness of same. Universities have also carried out a transparent audit process to prevent fraud that has the potential to harm universities.
- 11) Corporate governance. Universities submit reports to stakeholders regarding the company's performance periodically, comprehensively, and publicly.
- 12) Health and safety. To maintain employee morale and performance, the university has provided health and safety guarantees for employees' risks at work.
- 13) Human capital development. Universities have provided special budgets for educational & training programs in stages as well as providing project assignments. This is intended to increase employee competence.

There is 1 (one) aspect that is already at the sophisticated or outstanding stage :

- 14) Motivation and incentives. To increase employee awareness of sustainability, university leaders have created a system of motivation and incentives. One of them is the provision of annual bonuses, the amount of which is measured based on the performance of each work unit as well as individuals.

Several things that need to be done by private universities are to have a competitive compensation system and always maintain employee motivation by providing challenges to maintain the rhythm of working at the private university. In addition, the role of non-financial awards for lectures is also needed, for example, flexible working hours, and rest periods. The role of knowledge management also needs to be applied, even though the university has become an organization that creates knowledge several managerial roles in carrying out the knowledge transfer process by having data databases, using email, discussion or transfer of experience, the role of mentors, brainstorming processes, and learning tools adequate will make it easier for lecturers to carry out the effectiveness of knowledge management in higher education. In the role of creating knowledge, university management also needs to pay attention to the use of technology in problem-solving, and carry out learning with a field practice approach so that the knowledge creation process is getting better.

The level of the sustainability maturity level of private universities in Jakarta shows that the majority are in the satisfactory category and motivation and compensation are at the sophisticated level. However, private universities need to focus more on the resources allocated for recycling, biodiversity care, and product environmental issues which are still at the beginner and basic level of implementation. Three aspects are still at the beginning level at the level of sustainability of private universities so further development is needed, there are Resources allocated to recycling, Care for Biodiversity, and Environmental issues of the product. Private higher education can focus on developing and employing technology as well as partnering with other parties to increase networks. Universities aim to prepare human resources to be able to compete in the industrial era 4.0. This research is a descriptive study that provides an overview of certain phenomena.

In the face of globalization and various increasing complexities, it is necessary to continue the development of higher education so that people can acquire and produce knowledge, and reflect on the impact that will occur on the complexity of behavioral education, future-oriented decisions, and global perspectives about responsibility (Ramaditya, 2020b). The emphasis on the application of knowledge management is a must to pay attention to aspects of sustainable development in higher education. The results of this study indicate that sustainable education in the context of private higher education shows the importance of promoting an advocacy environment about the balance between the professional life and personal life of the education of community members in reaching their motivation and compensation. The results of this study create an important foundation for accelerating our understanding of SDG achievement in private universities during and after the pandemic learning. This research provides suggestions for universities to be able to gain opportunities to be competent in taking advantage of current technological advances.

Private universities must accommodate the potential of existing lecturers by providing a fair reward system for lecturers so that they can contribute to higher education according to their competence, potential, and best performance. Human capital development programs can emphasize upskilling and reskilling. Where to improve the ability of lecturers, while reskilling is for training new abilities for lecturers. Research development is also an area that needs to be emphasized as the strength of universities by conducting collaborations and partnership programs with stakeholders. Because lecturers don't stop learning especially for something new, because science develops and lecturers develop it. Private universities also need to think about sustainability by ensuring sustainability in terms of resources allocated for recycling, biodiversity care, and product environmental issues.

This needs to be the attention of stakeholders to be able to ensure programs in maintaining good biodiversity and the environment with comprehensive sustainability programs. The maturity level of the sustainability of private universities in Jakarta shows that the majority are in the satisfactory category and motivation and compensation are at the sophisticated level. However, private universities need to focus more on the resources allocated for recycling, biodiversity care, and product environmental issues which are still at the beginner and basic level of implementation.

CONCLUSION

The maturity level of the sustainability of private universities in Jakarta shows that the majority are in the satisfactory category and motivation and compensation are at the sophisticated level. However, private universities need to focus more on the resources allocated for recycling, biodiversity care, and product environmental issues which are still at the beginner and basic level of implementation.

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