The Development of Cooperation Governance Instruments to Facilitate University Collaboration Program

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ABSTRACT

The need for a standard collaboration governance needs attention by university as a guarantee to the quality of collaboration services carried out by tertiary institutions. Strengthening the governance in the field of collaboration must always be done as an important part of the institution in realizing the Vision and Mission of the university. The purpose of this research is to develop an university cooperation governance instruments to facilitate collaboration program to facilitate good collaborative practices according to academic excellence by both parties. The study was conducted through the provision of standard collaboration tools in the form of cooperation policies, guidelines for implementing collaboration, and cooperation instruments that can be guided by the academic community in carrying out collaboration activities. The research results has provide a collaboration policy documents for university collaboration. Implementation of standard collaboration management has facilitated the collaborative activities between university and collaborative partners effectively. The cooperation activities have been carried out well, the quality of cooperation services is also very good, and the university partners are satisfied to the programmed collaboration activities. Good governance of collaboration programs has succeeded in ensuring the implementation of quality institutional cooperation activities for the benefit of education, research, and community service according to the excellence of the University.

Keywords: University collaboration, Stakeholder partners, Cooperation activities, Accountability, Collaboration management

1. INTRODUCTION

The collaboration program in higher education is an indispensable component, especially in bridging the role of higher education institutions with stakeholder partners, for improving the quality of the university [10,11]. Collaboration activities are very important in promoting higher education excellence. For example, the research obtained in the university can be directed to be commercial through collaboration, which can be one of the income generators, and in the end will improve the welfare of the community [12,13]. Cooperation will provide benefits to both parties who agree to cooperate, and also to the community [14]. Barriers that hinder collaborative activities must be overcome, whether they

come from an individual or group perspective, to provide cooperation becomes a joint commitment towards progress [15]. Thus, the cooperation program must be managed properly and correctly. Cooperation will be successful if it is accompanied by good governance that can ensure the fulfillment of partners' needs according to university excellence [16-18]. The purpose of this research is to develop governance in the field of collaboration that is used to facilitate the realization of good cooperation activities that are mutually beneficial between universities and partners.

2. METHOD

2.1. Research Type and Research Location

The research was carried out as a joint survey, explorative aimed at developing governance in the field of university cooperation towards governance of higher education cooperation. The focus of research is the development of instruments needed in the implementation of cooperation in universities. The research was conducted in Medan, North Sumatra, Indonesia, by involving several university collaboration partners through a memorandum of understanding (MoU). The research object is all components of governance development in the field of university cooperation.

2.2. Population and Research Sample

The population of this research consists of lecturers involved in developing governance in the field of university cooperation and university cooperation partners. The research sample was selected purposively from university lecturers who have experience in collaboration activities, and university partners who volunteered to participate in the research.

2.3. Research procedures

The study was conducted following the procedure described in the previous study [19]. The instruments for data collection consist of standard instruments that are modified according to the purpose of the study [20,21]. The instrument is posted on the website to reach respondents from various locations. The research procedure is shown in Figure 1. The steps taken include the development of cooperation management instruments at the university, namely developing and standardizing cooperation become manual and standard operational procedures. The implementation of collaborative management is carried out following guidebooks and standard operating procedures (SOP) until there is a promotion of the university's benefits in solving cooperation partner problems, and in the end the excellence and reputation of the University is achieved.
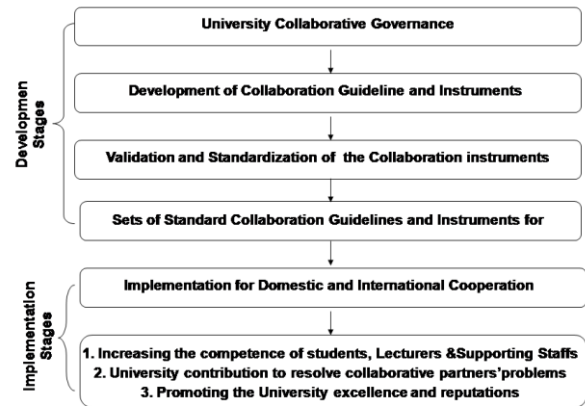

Figure 1. The research procedure for developing governance instruments for university collaboration.

3. RESULTS

3.1. University Collaboration Governance

Collaboration management has successfully been compiled into a guidebook for cooperation in the university. The guidelines for implementing collaboration consist of procedures that are guided in cooperation activities, starting from tracking and identifying potential cooperation, issuing cooperation agreements and the agreements on cooperation activities, implementing, monitoring activities, and reporting procedures. Some of them are made in the form of manuals, and some are in the form of operational standards for implementation. The university collaboration management aims to maximize the performance of units within the university in implementing cooperation activities between universities and cooperation partners [22,23]. Good governance also guarantees the provision of broadest access to resources such as expert lecturers, funds, and facilities in the implementation of mutually beneficial collaborative activities. Cooperation management is also needed as a guideline in the commitment to the availability of allocation funds in producing the greatest possible cooperation product. Cooperation management becomes the control over the implementation of cooperation to prevent from abuse of authority in the implementation of collaborative activities, but solely optimizes cooperation activities to achieve the vision, mission, and goals of the university. In addition, cooperation management can be used as a quality assurance for the implementation of collaborative activities for integrity, all parties follow the system that has been built, and build extensive networking in collaborative activities for the common interest. Furthermore, cooperation management is a guideline in working with partners to achieve university quality excellence [24]. This collaboration instrument becomes a reference in the implementation of cooperation related

to quality development to achieve the vision, mission and goals of the university. The form of university cooperation management involves various stakeholders and the university community such as lecturers, staff and students, including resources that can be used to support collaborative activities with stakeholder partners as illustrated in Figure 2.
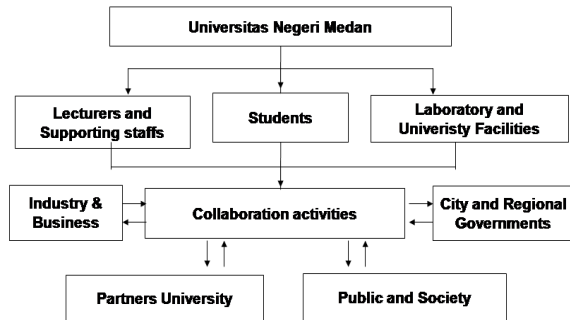

Figure 2. The university collaboration management involves stakeholders such as lecturers, staff, students, and resources, which can be used to support collaborative activities with stakeholder partners.

The scope of university collaboration is carried out in the academic and non-academic fields. Cooperation is carried out through the supply or demand mode of collaboration. Collaborative activities cover the fields of education, research, and community service. Various collaborative activities have been carried out following standard operating procedures (SOP). In its implementation, cooperative governance has principles, namely: (1) accountable, which can be audited at any time, (2) transparent, open to information on the finance, resource management, reports, websites, (3) integrity, complemented by sanctions for violations and rewards for excellence, (4) commitment and responsibility attached to each work unit at the leadership and executor, which is equipped with operational standards, work programs and budgets, reports and evaluations, (5) fair, efficient and effective, and (6) the occurrence of stakeholder satisfaction in the implementation of cooperation. All the principles of cooperation above guarantee the implementation of good collaborative activities between universities and partners.

3.2. University Collaboration Management

A good cooperative management system between the university and external stakeholders is carried out in the context of implementing and improving the quality on an ongoing basis for academic and non-academic programs [5-7]. The university cooperation management system adopts a one-door system through the cooperation affairs office. The cooperation affairs unit coordinates and facilitates cooperation activities to be forwarded to units within the university as technical executors in accordance with the specificity of the field and function of each cooperation unit. Collaboration networking can be carried out by all parties according to the needs and programs that support the university's vision and mission. Some of the developed collaboration management tools are summarized in Table 1.

Table 1. University collaboration governance tools as a guideline for implementing cooperation

No	Cooperation Handbook	Brief description of document contents	Information
1	Cooperation Handbook	Contains guidelines for managing cooperation between universities and stakeholders (cooperation partners)	Rector's Decree
2	Handbook of collaborations Initiation	Contains standard operational guidelines that are used in identifying and exploring the potential for university collaboration with cooperation partners	Guidebook
3	Handbook for issuing a memorandum of understanding (MoU)	Contains standard operational guidelines for issuing a Memorandum of Understanding (MoU), as a legal and binding agreement for universities and cooperation partners, and as a statement of agreement between the two parties as stated in the contents of the understanding	Guidebook
4	Handbook for issuing letters of activity (LoAs)	Contains standard operational guidelines in the issuance of a letter of agreement (LoA), which regulates the technical agreement (as a contract) that binds the parties that sign a statement of agreement	Guidebook
5	Handbook for the implementation and reporting of collaborative	Contains standard operational guidelines in the technical implementation of university cooperation activities, including the use of resources and funds, as well as reporting on	Guidebook

	activities	cooperation activities	
6	Handbook for the implementation of monitoring and evaluation of collaborative activities	Contains standard operational guidelines in monitoring and evaluating university collaborative activities, and providing input for the follow-up of monitoring results for improvement	Guidebook

Administrative processes and collaborators coordinate is attach to the university leaders. Initiation of cooperation is facilitated through the cooperation management unit, and the agreed cooperation program is bound by the signing of a memorandum of understanding (MoU) and a cooperation agreement or cooperation activity (LoA). University cooperation activities are carried out in several stages, including: planning, preparation, implementation, monitoring and evaluation, reporting, and follow-up. All of these stages must be guided by the collaborative guidebooks and operational standards set at the university. Collaboration activities can be carried out by Study Programs, Departments, university implementing units, Faculties, and the University. All collaborative activities that have been agreed are communicated with the academic community to optimize the participation of university citizens to take part according to their excellence. The cooperation agreement that has been agreed must be followed up in the form of a mutually beneficial activity plan between units within the university and cooperation partners. The utilization of cooperation programs must be optimized and involve the active participation of all parties. Units at the university endeavor to utilize the expertise and resources of the university to solve problems faced by collaborative partners.

3.3. University Collaboration Program

Various university cooperation programs have been carried out to meet the needs of stakeholder partners [19]. The main principle of cooperation is equality and mutual benefit. Cooperation activities have been proven to provide benefits to both parties, and become the implementation of university excellence in solving problems that are being faced by the collaborating partners. The scope of university collaboration generally varies in the fields of education, science, technology, social and humanities, language and arts, sports and health, economics, industrial engineering and culture, as summarized in Table 2.

Table 2. List of university collaboration activities with partners in the 2019-2020 academic year

No	Type of collaboration activities according to the needs of partners
1	The education sector includes fostering teachers, students, students and educational staff
2	Academic improvement in the form of future studies (S1, S2, and S3), meets the needs of special staff in the regency and city governments
3	Implementation of teacher education and training in the areas of pedagogical competence (approaches, methods, models, instructional media, or learning strategies), and the professional competence (mastery of subject matter according to subject areas)
4	Development of human resources in the field of research such as (classroom action research, development research, policy research), coaching of the Principals, Supervisors and Teachers, coaching employees in the fields of innovation, programming, publication of scientific papers, school management, laboratory management, and competency training for specific purposes according to the needs of city and district governments
5	Mapping of human resources and competencies, mentoring superior schools, coaching bilingual schools, mentoring and coaching teachers and students at the National and International Olympiad, mapping student talent, mentoring and counseling, school academic quality assurance, standardization, evaluation, selection, etc.
6	Economics sector and Cooperatives includes: development and assistance for economic actors, development of small and medium enterprises (UKM), Development of cooperatives, etc.
7	Assistance in preparing regional development plans, planning activity funds, planning local government

	programs, and implementing and reporting government programs	
8	Guidance in the field of tourism includes: guidance of tourism and tourism companion resources, improvement and manufacture of local souvenir designs, design of handicraft packaging, mascot and special symbol design in accordance with the needs of districts and cities	
9	Research and development collaboration in various fields of science and expertise	
10	Coaching and training in the fields of culinary, make-up and clothing according to regional needs	
11	The sports sector includes: selection, coaching and training of regional athletes	
12	Cooperation in the fields of engineering, science, social, culture and language that supports services in regencies and cities	

3.4. Evaluation of Collaboration Partner Satisfaction

University collaborative activities that have been carried out are evaluated to see the level of partner satisfaction according to the agreed agreement [28,29]. The survey was conducted to measure the accountability of the implementation of cooperation in service and the suitability of the agreement with stakeholders. The survey results are summarized in Table 3. Respondents gave a very good rating (M=8.18±0.74). Cooperation partners tend to be very satisfied with the service of cooperation activities. The university staffs has effectively assisted the partners in solving problems according to the university strengths and competencies. All cooperation partners stated that they would carry out collaborative activities in the following year.

Table 3. Respondents' opinions on agreed cooperation activities

No	Indicator of collaboration activities	Respondents' opinions*
1	The strategy for solving problems and innovation in university collaboration services	8.18±0.75
2	The suitability of expertise, resources and funding with the type of cooperation services expected by partners	8.09±0.70
3	Benefits of collaborative activities with partner problem solving	8.00±0.63
4	The university's commitment and responsibility to the agreements that have been made	8.36±0.81
5	The desire for further cooperation	8.27±0.79
	Average	8.18±0.74

*Assessment criteria: (1-3) Strongly disagree-disagree, (4-6) Neutral-disagree, and (7-9) Agree - Strongly Agree

4. DISCUSSION

The university collaboration instrument that has been developed in this research has been prepared according to the needs of the university and the two parties working together. The availability of this collaborative governance instrument provides assurance to the university and its partners about the quality of the agreed cooperation. The governance instrument developed in this study is packaged into a chancellor's regulation and is binding on the two partners [25,26]. This cooperation management instrument has been implemented in the implementation of university cooperation, in various fields according to the needs of partners and based on the advantages possessed by the university [19,27]. The smooth implementation of cooperation has been facilitated by using cooperation instruments. There is certainty that the needs of cooperation partners will be met. this can be seen from the positive responses given by cooperation partners, and the commitment to carry out sustainable cooperation.

5. CONCLUSION

Collaborative governance instruments have been successfully developed and used to facilitate the implementation of cooperation programs between universities and cooperation partners. Collaborative governance instruments consist of a Cooperation Handbook, Handbook of collaborations Initiation, Handbook for issuing a memorandum of understanding (MoU), Handbook for issuing letters of activity (LoAs), Handbook for the implementation and reporting of collaborative activities, and Handbook for the implementation of monitoring and evaluation of collaborative activities. These instruments have been effectively used as guidelines in collaborative activities, starting from the initiation and tracking of cooperation,

signing of understanding, implementing and reporting activities. Implementation of university collaboration covers the fields of education, science and technology, social and humanities, language and arts, sports and health, economics, and industrial and cultural engineering. University cooperation runs well, is effective, efficient, and beneficial for the two partners. Partners tend to be satisfied with the cooperation services provided by the university and are eager to continue the cooperation in the future.

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