Higher Education Research Collaboration
to Support Excellence and Competitiveness

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Abstract

This manuscript is the result of research which aims to understand the reality of LP2M UNM collaboration which is implemented in research by collaborating with universities, schools, communities, private and government institutions. The methodology used is qualitative with interview techniques, documentation and observation. Qualitative analysis approach with steps of data collection, reduction, data presentation, and drawing conclusions. The data sources are documents, observations and interviews with informants who are directly related to the implementation of the collaboration, as well as several internal and external stakeholders involved. The argument from the results of this research is that "collaborative research in higher education can be of high quality if it is built from a study program based on the root of the problem, and has support from various interested parties, and is carried out in an integrated manner. in accordance with what has been agreed." There is also a cooperation agreement so that intensive relationships are established between all parties, and the implementation of the collaboration has opened a partnership network to share resources with various parties. The research conclusions are as follows: (1) The implementation of the collaboration has achieved its objectives; (2) Utilization of resources (people, facilities and funds) in implementing collaboration has been fulfilled; (3) Collaboration has supported the quality of research processes and products, as well as making a positive contribution to LP2M UNM, although not yet optimal. There are still support and obstacles from an economic, social and political perspective.

Keywords:

research collaboration; various parties; network

Introduction

The dynamics of life in the century of global transformation require fundamental and stronger changes in higher education cooperation and partnerships within the Tridharma. In the future, universities are expected to participate and actively collaborate, to adapt academic policies to quality and the relevance of the implementation of the Tridharma to the needs of employment. The aim of higher education is the availability and affordability of quality, relevant and internationally competitive higher education services. This is in line with Article 2 of the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 14 of

2014 which states that university collaboration aims to increase effectiveness, efficiency, productivity, creativity, innovation, quality and relevance of implementing the Tridharma of Higher Education to increase the nation's competitiveness. Confirmation of cooperation can be carried out through cooperation agreements between state universities and various universities, both public and private, the business world, or other parties, both within and outside the country. A university is an educational unit that provides higher education in the form of a university, institute, high school, polytechnic, academy or community academy. It is best to collaborate with the business world, whether individuals and/or business entities, or legal entities or non-legal entities, to carry out activities using energy and thought to achieve the goal of making a profit. Other parties are individuals, associations, foundations, and/or institutions, whether legal entities or non-legal entities, which carry out activities by mobilizing energy and thought to achieve humanitarian, social and religious goals that are non-profit in nature. Collaboration between organizations has been carried out for a long time, although the studies have not been as complete as they are now. According to studies that have been conducted on inter-organizational relationships, it is related to understanding the character and patterns, origins, reasons and consequences of these relationships (Cropper, et al., 2009).

Literature Review

Collaboration between universities is an effort to break the institutional isolation faced by universities, both at the local, regional, national and international levels, especially in efforts to improve the academic quality of each university. The scope of this collaboration covers many areas which of course supports the improvement and achievement of the Tridharma of Higher Education. Collaboration can be carried out with domestic and foreign parties. The Foreign Cooperation Program specifically aims to prepare State University students to become global citizens who support world peace through multicultural internalization by students while strengthening nationalism.

According to West (in Hatta, 2017) many studies have proven that group collaboration produces better efficiency and effectiveness and this is very different from work carried out individually. According to Andrew Carnegie (Kaswan, 2017) teamwork is the ability to work together to achieve a common vision.

So Thomson and Perry stated that cooperation is an activity that has different levels, ranging from the absence of coordination and cooperation to cooperation in a cooperative activity. Meanwhile, Rosen cooperation is a very efficient source of quality services. Tangkilisan further stated that cooperation is a source of strength that arises in an organization so that it can

influence organizational decisions and actions.

In a written agreement, the form of cooperation consists of: consortium, namely resource sharing activities, joint purchasing, namely cooperation in purchasing goods, equipment sharing, namely cooperation in sharing equipment, construction cooperative, namely cooperation in building construction, joint services, namely cooperation in the field of public services, contract services, namely cooperation in the field of service contracts. Indirectly, foreign cooperation aims to:

a. Improving the quality of Semarang State University graduates in building a knowledge-based society that can enter the international job market with additional multilingual skills, communication skills, negotiation, understanding of culture and rules between countries;

b. Increasing knowledge-based political, legal, economic and socio-cultural development; and

c. Increase the ability of the Indonesian nation and state to respond to human development challenges and achieve the Millennium Development Goals (MDGs).

The principle of foreign cooperation in implementing foreign cooperation programs is that they must comply with the provisions outlined in the administration of higher education, national legal provisions and applicable international law. The implementation of the Foreign Cooperation Program is carried out based on 5 (five) principles:

a. Prioritize the interests of national development and contribute to increasing the nation's competitiveness;

b. Equality and mutual respect, meaning can collaborate with universities or other institutions abroad with the aim of improving the performance of higher education programs. Therefore, collaboration can only be carried out if the foreign higher education institution has been registered and accredited by an accreditation institution recognized in its country;

c. Added value in terms of improving the quality of education, meaning that collaboration must be built innovatively, creatively, in synergy and complementarity so that it can provide added value in the form of improving the quality of higher education

d. Sustainability, meaning that collaboration must provide the same benefits for University and the collaborating parties and be carried out in a sustainable manner. Collaboration must also provide benefits to stakeholders and contribute to building national and/or international peace. Apart from that, cooperation must also be extended to other parties;

e. Diversity, meaning that cooperation must pay attention to cultural diversity which can be cross-regional, national and/or international.

According to Max Weber, bureaucratic theory contributes to strengthening cooperation within organizations which is most efficient for organizations to achieve their goals. According to Robbin, organizational theory reveals that organizations are formed because of the need to formally coordinate the interaction patterns of organizational members. The connection with the formation of cooperation is cooperation within the organization, individuals interact through coordination between individuals within the organization. Interaction refers to cooperation between individuals to achieve agreed goals. Interaction to achieve a goal involves more than one person, so that the meaning of cooperation is implied, namely the number of individuals in an interaction who work or try together to achieve the goal. Goals are targets that will be achieved and are important. The aim of collaboration is to save time, energy and costs in providing information and providing education. The benefits of collaboration can be used to help the institution's positive image (image building), so that it is better known and trusted by the public.

The implementation of cooperation and education information systems can be carried out through stages, namely: exploration stage, cooperation signing stage, program preparation stage, implementation stage, evaluation stage and reporting stage. Characteristics of cooperation: 1) There is agreement regarding the team's mission; 2) All members comply with applicable team regulations; 3) There is a fair distribution of responsibility and authority; 4) People adapt to change (Nur, 2021)

According to Tony Lendrum, "if you always do what you have always done, then you will always get what you have always got, strategic partnering is fundamentally a process of change". Because basically partnerships according to him, "In partnering it will be the manage change of many, as well as the uncontrollable and dynamic change in a few, that will ensure success". Where strategic partnerships are long-term collaborations based on mutual trust between partnering institutions and providing benefits for all partnering institutions (Lendrum, 2003, p. 7). The implementation of LP2M collaboration with various parties in research is to realize the goal of realizing the vision, mission, and programs and activities to improve the quality of UNM in interacting with the internal and external environment which is influenced by the management system, financing, recruitment, and collaboration implementation mechanisms. According to Teeces (1992), partnership is "a formal collaboration between individuals, groups or organizations to achieve a specific task or goal". A good partnership is one that is "able to provide benefits or added value for each partnering party, in other words providing a "win-win solution". This added value does not have to be in the form of material, but is also usually in the form of

increasing service capacity (such as: education, health and labor supply), increasing access such as social, economic and educational cooperation between countries (Teeces, 1992, p. 57).

The development of science and technology continues to accelerate following the dynamics of life in world society. Such tremendous global changes have an impact on social institutions and have implications for shifting values due to shifts in human needs. This shift continues following advances in science, information and communication technology that color the life of the international community. One of them is administrative science which always emphasizes cooperation towards the realization of certain goals (Siagian, 1988, p. 2). Administrative Science is the result of human thought and reasoning which is structured based on rationality and systematics which expresses clarity about formal objects, namely thoughts to create an order from various actions and reactions carried out by humans and material objects, namely humans who carry out administration in the form of cooperation towards the realization of certain goals (Makmur, 2007, p. 5). Through collaboration, knowledge and skills can be shared with each other and with that a team is able to complete tasks effectively, rather than being carried out by an individual (Arismunandar, 2009). The strengthening of the multidisciplinary approach in the study of public administration with major contributions from organizational theory, management theory and public policy, has had an influence on public policy as stated by Lasswell (1971) in public policy by Parsons (2006) regarding multi-method, multi-disciplinary policy orientation, focuses on problems, related to contextual mapping of policy processes, policy options and policy outcomes.

Foundation of Cooperation Policy

Etymologically, the term policy comes from the Greek word "polis" meaning country, city, which then translated into Latin to become "politia" which means country. Then it was translated into English "policie" which means relating to controlling public issues. The term "policy" or "policy" is used to designate the behavior of an actor (for example an official, a group or a government agency) or a number of actors in a particular field of activity. Then policies that are more scientific and systematic involve the analysis of public policy, public policy is a separate concept that has a special academic meaning and definition. The definition of public policy according to experts is very diverse. One definition of public policy is given by Eyestone. He said that "broadly" public policy can be defined as "the relationship of a government unit with its environment". According to Anderson, "policy is a direction of action that has a purpose set by an actor or a number of actors in overcoming a problem or issue". Gianttaya stated "policy as a tactic and strategy directed at achieving a goal". Therefore, a policy contains three elements, namely:

(1) identification of the goals to be achieved, (2) tactics or strategies for various steps to achieve the desired goals, (3) provision of various inputs to enable real implementation of the tactics. or public policy strategy. In the initial stage, the development of a policy community can begin with the formation of partnership institutions in the true sense. The pillars of building a network are: trust, reputation, mutual dependence where governance is: managing the network so that synergy is created and an integrated network is able to create resistance and prevent all parties from being dominated by one power (H. Brinton Milward, 2003).

Partnerships can take place by fulfilling the prerequisites so that the partnerships created can run well and can make a positive contribution to universities, so that they can develop and create good university governance. The realization of good governance in the educational context is reflected in the implementation of education that is oriented towards community aspirations. The definition of educational policy as it is can be seen through the following statements: "Carter V. Good (Imron, 2002, p. 18) states, Educational policy is judgment, derived from some system of values and some assessment of situational factors, operating within institutionalized adecation as a general plan for guiding decisions regarding means of attaining desired educational objectives. The meaning of the statement above is that educational policy is an assessment of the value system and situational needs factors, which are operated within an institution as a general plan to guide decision making, so that the desired educational goals can be achieved.

Educational Collaboration in Research

Siagian (1988, p. 2) says that administration is the entire process of implementing decisions that have been taken and their implementation is generally carried out by two or more people to achieve predetermined goals. Management is the core of carrying out activities called administration, because: (1) The meaning of administration and the meaning of management still do not appear to be clearly separated. Some say administration is the way government works with planning, organizing and leadership functions; (2) There are also experts who call administration an effective director, while they say management is an effective implementer; (3) Meanwhile, there is also an understanding of management as a process of planning, organizing, directing and controlling activities to achieve organizational goals by using organizational resources; (4) This definition includes several key words/understandings, namely: 1. process which is a planned activity; 2. planning, organizing, directing and controlling which are often called management functions; 3. organizational goals to be achieved through these activities; and 4. organizational resources used to achieve these goals.

In the world of education, management can be interpreted as the activity of combining

educational resources so that they are directed towards achieving predetermined educational goals. The influence of scientific management thinking was strengthened by the work of Gullick and Urwick entitled Papers on the Science of Administration (1937). These two authors, almost the same as Fayol and Taylor, argue that there are universal principles that can be applied in managing every organization, be it governments, companies, social organizations and so on. These principles are planning, organizing, staffing, directing, coordinating, reporting and budgeting (Ivancevich, 2005:9), where these principles are also the main functions in educational administration.

Educational institutions are institutional containers that lead someone to an orderly and systematic flow of thinking. The presence of educational administration is a tool for integrating the role of all resources to achieve educational goals in a particular social context, meaning that the field being managed is different from the administration of other fields (Engkoswara, 2005).

Considering that educational administration is directly related to teaching and learning activities in schools, it is very important for universities as educational institutions to collaborate to improve their quality and reputation. The influence of scientific management thinking was strengthened by the work of Gullick and Urwick entitled Papers on the Science of Administration (1937). These two authors, almost the same as Fayol and Taylor, argue that there are universal principles that can be applied in managing every organization, be it governments, companies, social organizations and so on. These principles are planning, organizing, staffing, directing, coordinating, reporting and budgeting (Ivancevich, 2005:9), where these principles are also the main functions in administration which includes public, state, development, education, office administration, and others. Collaboration in higher education can be carried out with various parties, including fellow universities, government institutions and schools. It all boils down to complementarity and the need to share research problems faced in the academic process, in order to achieve quality education. Thus, the collaboration carried out by LP2M UNM so far has mostly helped schools, and shared resources with various parties, especially assistance and mentoring of lecturers. The number of collaborations fluctuates every year and continues to increase and the results contribute enough to opening a wider collaboration network.

Research Collaboration Strategy Management

Strategic management is the art and science of preparing, implementing, and evaluating cross-functional decisions that enable a company to achieve its goals. Strategic management is the process of establishing organizational goals, developing policies and plans to achieve those goals, and allocating resources to implement policies and plans for achieving organizational goals.

Strategic management combines activities from various functional parts of a business to achieve organizational goals (Nur et al., 2020).

Facing a rapidly changing information technology environment and very tight competition, like a living creature, an institution must always be alert to changes that occur, and be quick in responding to these situations. To remain competitive, in the planning process, the ability to see future trends trend watching is very necessary. In addition to observing trends in the information technology sector as described above, an appropriate strategic management system to handle the situations described above is also very necessary. There are three important things that are prerequisites for the success of a strategy, according to Arthur A. Thomson, Jr. (2001) is: an appropriate strategic management system allows personnel to devote strategic thinking and translate it quickly into operational steps.

Personnel mindset strategy formulation is only effective if the personnel operating the system have an opportunity mindset. Personnel expertise content, ability to update knowledge and maturity in applying knowledge on the job. The success and sustainability of modern organizations is closely related to how the organization provides value to its customers (Thomson, 2001).

If we agree with this, then the first steps of strategic planning must be carried out. The strategic management thinking framework takes us to the following steps: Strategy formulation, how to formulate the impact of changing trends in the macro and organizational environment. The output is the result of analysis of the macro and organizational environment, mission, vision, basic beliefs, basic values, goals and strategies. Strategic planning developing comprehensive and coherent strategic goals and initiatives. The output is in the form of strategic goals, targets and strategic initiatives arranged in a strategy map. Programming – preparing a work program which is a long-term profit plan to realize the strategic targets that have been set along with estimates of the resources that will be obtained and/or needed by the program. Budgeting in the annual budget is short-term planning which contains program implementation plans that will be implemented in a particular budget year. Implementation & Monitoring, namely the application of project management in the process of preparation, planning, implementation, monitoring and completion of each selected initiative/program/project (Thomson, 2001). Then the theory about Cross Cultural Management (Trompenaars and Hampden-Turner, 1997) and finally the theory about Sustainability Organizations (Balloni, et al., 2013).

Methods

The methodology used is qualitative with interview techniques, documentation and observation. The data sources are documentation, interview results, and collaborative observations with various parties. The following is data related to LP2M UNM's collaboration with various institutions and organizations, ranging from universities, school, government institutions, community institutions, and companies:

Table 1.

Number of UNM LP2M Collaborations in Research with Higher Education Institutions

No	Year	Research Collaboration between Universities
1	2020	39
2	2021	10
3	2022	-
4	2023	-
	Total	49

Source: LP2M UNM 2023

Table 2.

Number of UNM LP2M Collaborations in Research with Schools

No	Year	Research Collaboration with School
1	2020	15
2	2021	41
3	2022	9
4	2023	2
	Total	67

Source: LP2M UNM 2023

Table 3.

Number of UNM LP2M Collaborations in Research with Government Institutions

No	Year	Research Collaboration with Government Institutions
1	2020	38
2	2021	15
3	2022	4
4	2023	2
	Total	59

Source: LP2M UNM 2023

Table 4.

Number of UNM LP2M Collaborations in Research with Businessman

No	Year	Research Collaboration with Businessman
1	2020	10
2	2021	1
3	2022	-
4	2023	-
	Total	11

Source: LP2M UNM 2023

Table 5.

Number of UNM LP2M Collaborations in Research with Community

No	Year	Research Collaboration with Public
1	2020	2
2	2021	-
3	2022	-
4	2023	-
	Total	2

The data in the table shows that the number of collaborations carried out and implemented only ranges from 2 to 67 from all parties collaborating with LP2M UNM. Tables one to five illustrate that the number of existing collaborations tends to decrease every year. It can be seen in tables one to five which show fluctuations in collaboration across all institutions collaborating with LP2M UNM.

There are several selected informants related to the implementation of collaboration in research collaborations, and several internal and external stakeholders involved in the selected collaborations. This type of qualitative research uses a descriptive approach, to describe various findings and phenomena in data collection in the field. Through informants, they were involved in implementing research collaboration carried out by LP2M UNM involving several internal and stakeholders. Data analysis was carried out using the steps of describing, recording and analyzing all selected data and collaboration phenomena, to obtain complete data and information regarding the conditions of research collaboration. The results provide a clear picture of LP2M's collaboration with various parties studied, namely universities, public schools and government institutions, and are outlined in a narrative summary. The data is in the form of written words, and descriptions obtained from informants, as well as behavior observed from collaboration implementers.

Results and Discussion

An organization is a collection of people who work together to achieve certain goals. Gibson et al. (1996), states: "an organization is a coordinated unit consisting of at least two people and functions to achieve a certain goal or series of goals". Organizations are also consciously coordinated social units, consisting of two or more individuals and functioning relatively continuously to achieve one or a series of goals (Robins et al, 2008: 5). Organizations are involved in processes of existence, growth and development. Organizational growth faces demand from both inside and outside the organization, for this reason organizations need and must always determine an attitude that is conducive to facing challenges that shake their existence by increasing capabilities in line with the demands of change through strengthening capabilities. their adaptation. Luthans (2006, p. 121) suggests "network organizations and virtual organizations can help compete in the global economy with the main attributes: technology, opportunism, borderlessness, trust and excellence". When alliances and partnerships with other organizations can span the globe, spatial and temporary interdependencies can easily cross boundaries, and flexibility allows for easy assignment and reallocation to quickly take advantage of opportunities resulting from global market shifts (2006, p. 122). Organizational structure is a formal pattern of grouping people and work, structure is often described as a chart and process or is an activity that gives life to an organizational chart where structure according to Covey is "aligning and building and maintaining a fast, flexible and flat organization (Covey, 2005, p. 171). College Academic Policies. Academic Policy is an academic document that functions as a guide for policy makers in planning and implementing education, research and community service, in order to improve academic quality in a sustainable manner.

The education in question is an activity in an effort to produce educated people who have academic and/or professional abilities who are able to apply and develop science and technology. Globalization demands the need for relevance of educational programs to the needs of society and the world of work/industry regarding the quality of graduates (out-put) as well as the emergence of globalization of education with the emergence of international standard educational institutions. Changes which are differences that occur in a series of time are of course not easy to translate briefly and firmly. Likewise, the effectiveness of partnership-based education management in higher education is the level of achievement of the quality of input, process, output and outcome agreed upon by each partner, as stated by Rukmana below:

a. The extent to which partnership collaboration in the education sector can produce input according to mutually determined criteria.
b. To what extent is partnership collaboration in the education sector able to implement a good teaching and learning process?

c. The extent to which partnership cooperation in the education sector can produce good educational products, including quality graduates, modules and materials (Rukmana, 2006, p. 111)

Partnerships in Research in Higher Education

The word partnership in the Big Indonesian Dictionary comes from the Persian word "mitra" which means friend, best friend, co-worker, co-worker and co-worker. Then it gets the prefix to and the suffix an, becoming partnership which means friendship, camaraderie, partnership and cooperation. The English equivalents are "friendship" and "partnership". Partnership can never be separated from the word cooperation, because partnership is about relationships, and partnership is a form of cooperation. Wood and Gray (2003, p. 19) state "Partnerships must. However, developing shared goals, with a shared understanding of the problem and the role of each organization in overcoming the problem." a partnership Developing shared goals, with a common understanding of the problem and the role of each organization in solving the problem". Then Thomson developed Wood and Gray's definition of collaboration (1991, p. 218).

Collaboration means autonomous parties interacting through negotiations both formally and informally. The partnering parties jointly develop the structure and rules for managing relationships between the partnering parties. Partnering parties plan actions or decisions to overcome problems. This mechanism is an interaction that involves the sharing of mutually beneficial norms and benefits.

According to Lendrum (2003, p. 317), the new partnership paradigm must include, "shared information for mutual benefit:

a. Professionalism, namely that each partner must carry out its programs and activities according to agreed quality standards;

b. Public accountability, namely that each partner must be jointly accountable for the activities carried out to the community, especially regarding the quality of professional education graduates who will enter the world of work and society;

c. Clarity of the rules of the game (legal certainty), each can receive "rewards" and "punishments" according to the results of each partner's work.

Furthermore, according to Lendrum (2003, p. 317), partnerships are always bound by agreements; 1. shared vision, namely each partner jointly formulates a partnership vision for the common good; 2. orientation towards consensus, namely deliberation and consensus are

principles that must be upheld in achieving partnership goals; and 3. effective and efficient, namely the process and implementation of the partnership program must be able to achieve optimal results by utilizing resources as economically as possible." partnerships that seek to involve a number of institutions in multi-service projects that are planned and managed together, for example school dropout prevention, employability training, workplaces, etc. literacy. James and akrasana, Financial Aspects of Small and Medium Enterprises, they build identification and acceptance compatible goals and strategies to improve some aspects of education through collaboration (Grobe et al., 1993).

Partnerships with appropriate governance will contribute to improving program quality, implementation, graduates, and institutional competitiveness to produce relevant resources with intensive relationships through communication supported by E-Governance as a form of network policy (Nur, 2013). "The network in demanding policies must be able to achieve optimal results by utilizing resources as economically as possible." In partnerships, each agreement can be targeted from simple and specific to a particular problem, to partnerships that seek to involve a number of institutions in a multi-service project that is jointly planned and managed, for example school dropout prevention, employability training, workplaces, etc. other. literacy. They build identification and acceptance of compatible goals and strategies to improve several aspects of education through collaboration (Grobe et al., 1993). Collaboration between organizations has been carried out for a long time, although the studies have not been as complete as they are now. According to research that has been conducted on inter-organizational relationships, this is related to understanding the character and patterns, origins, reasons and consequences of these relationships (Cropper, et al., 2009).

Collaboration with appropriate governance will contribute to improving program quality, implementation, graduates and institutional competitiveness to produce relevant resources with intensive relationships through communication supported by E-Governance as a form of networking policy.

Makassar State University has fulfilled all the characteristics of systematic and thorough cooperation, so that it can fulfill the Tridharma of quality in the field of research with parallel and equal partnerships with all collaborating parties, in this case collaboration with various universities, state schools and the government. institutions by taking follow-up actions. to a better way. Empowerment of internal stakeholders such as lecturers, administrative staff and students is increasingly being improved so that they are able to make a positive contribution in creating quality alumni. Likewise, external stakeholders such as the government and society also actively participate to gain benefits to achieve common goals effectively and efficiently. A little

research notes that there is no cooperation with the private sector in collaboration and partnership at UNM, so a stronger approach is needed and building a better working network. The characteristics of partnerships should receive attention from all partners and policy makers at LP2M UNM. Research collaboration institutions must be more proactive in following developments in regulations and policy changes issued by the government, especially research policies in universities. All study programs, faculties and institutions at UNM should work together to support the achievement of strategic plans in the field of research, so that they can provide excellent service based on good governance and create partnerships with the best possible implementation through collaboration with various parties, which will improve growth. Referring to the guidelines for cooperation and partnerships in a complete, systematic and complete manner because they are more in line with UNM, if necessary adopting positive things from comprehensive collaboration and more advanced strategic alliances.

Paying attention to the research partnership model implemented at Makassar State University can support the quality of research processes and products even though it is not optimal. There is still a need for organized and coordinated ways of working, as well as increasing human resources through education and training, especially more intensive and comprehensive ICT capabilities. Existing information must be disseminated quickly and thoroughly, and partnership cooperation needs to be further developed with networking that optimally involves all related elements through e-governance. Likewise, the use of resources (people, facilities and funds) in implementing research collaboration at Makassar State University over the last five years of existing collaboration based on research results shows that so far it has not been running optimally, this can be seen in the various programs and activities that are still being handled by Human Resources is almost the same from year to year. The term of cooperation is still between one year and is short term. It still shows the limited availability of human resources, facilities and financial resources, so there is a need to increase the quantity and quality of research results. Every party carrying out cooperation and partnerships is obliged by law to appoint someone who really knows about the implementation of cooperation and partnerships by following the entire process of implementing cooperation and partnerships from the beginning to the end of the cooperation and partnership and taking full responsibility for the implementation of cooperation and partnerships. the. his success. the collaboration. There are also factors that support and hinder the implementation of research collaboration at Makassar State University, such as economic, social, cultural, geographical, environmental and security, although they are not very influential. It would be good if further research could be continued, so that in the future cooperation and partnerships with various parties, starting from state and private universities,

educational and government institutions both domestically and abroad so that in the future UNM will be more qualified and conducive to producing research that can be competitive.

Conclusion

In accordance with the research results, the form and quality of collaboration at Makassar State University has implemented collaboration with various parties, and has opened working networks with universities, government, schools, the private sector and the community. Collaboration carried out in research at Makassar State University essentially refers to collaboration carried out at partner institutions which is designed to be more systematic and integrated, although not all parties are involved in every stage of the activities. Utilization of resources (people, facilities and funds) in carrying out research is sufficient for human resources, still limited for facility resources, and sufficient for financial resources. The collaboration carried out by Makassar State University has supported the quality of research processes and products, even though in the process all parties have not been involved in every stage of the activity, it has produced products that provide added value. Economic factors open up opportunities to increase financial management knowledge to support UNM LP2M research budgeting, with social interaction and adaptation, flexibility, and intensive relationships between work partners. Every institution that collaborates must be more proactive in following developments in policies and regulations issued by the government, especially research collaboration governance policies, by implementing policies that follow operational approaches, methods and techniques including operational standards for implementation to increase the number of collaborations. This collaboration process must be supported by e-governance in its implementation, and make vertical communication networks effective between internal and external stakeholders to produce quality and competitive research results.

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