

Building Islamic Religious College Penta helix Partnerships in Community Empowerment: Between Opportunities and Challenges: An Overview of Leadership Management

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Abstract: Building a university partnership requires a Penta helix concept in realizing community empowerment. That is why collaboration between parties is important in achieving common goals by maximizing the Penta helix concept that involves multiple roles. Penta helix or multi-stakeholder is an element of collaboration that combines various parties, including the Academy, Business, Community, Government, and Media (ABCGM). For that, Building a Penta helix partnership will not materialize if the Chancellor, who is the highest leader of an Islamic university, does not have leadership management skills. The Chancellor's leadership role will determine the success of an Islamic educational institution.

1 INTRODUCTION

Efforts to realize welfare and community empowerment since the latter half of the 20th century are seen as no longer merely the responsibility of the government sector or the state. Responsibility must involve many sectors. This view of community empowerment is referred to as welfare pluralism. This idea of social responsibility has been helped a lot by the fact that there are so many ways to get help.

One sector that must play an important role in community empowerment is Islamic religious colleges, which are the most influential sectors so that universities are required to produce quality graduates not only from an intellectual perspective but also from a spiritual perspective. In the process of community empowerment, a concept that is ideal in its application is needed. Universities, in realizing this, need partners in moving forward.

Extremely, building a university partnership requires a Penta helix concept in realizing community empowerment. That is why collaboration between parties is important in achieving common goals by maximizing the Penta helix concept that involves multiple roles. Penta helix or multi-

stakeholder is an element of collaboration that combines various parties, including the Academy, Business, Community, Government, and Media (ABCGM).

The Penta helix concept that combines the roles of academics, business entities (business), communities, government, and media aim to develop knowledge innovations that have the potential to transform into products and services that are valuable and beneficial to society. This goal also helps achieve the Sustainable Development Goals (SDGs) of accelerating economic growth, ensuring food and energy security, improving welfare, and making the environment better. This is done by finding a partnership pattern that involves many different parties and roles.

In summary, the Penta helix concept is one way to solve problems and develop programs by involving cross-sectors to share roles. The focal point of Penta helix is the collaboration between the government and stakeholders in the community. Furthermore, the Penta helix concept requires good leadership management in reading opportunities and facing challenges.

Building a Penta helix partnership will not materialize if the Chancellor, who is the highest leader of an Islamic university, does not have leadership management skills. The Chancellor's leadership role will determine the success of an Islamic educational institution. Madrasa leaders must be able to guide the institution towards achieving the goals that have been set, especially in realizing community empowerment. The Chancellor must also be able to read the opportunities that exist but also consider the challenges they face.

The Chancellor strongly supports the achievement of an effective and efficient Penta helix partnership and assists the government in empowering the community and the rector as the front line in the management of education. Therefore, he must be able to carry out his duties and be responsible for playing an active role in the advancement of Islamic educational institutions.

A. Discussion

1. Building College Partnerships Through the Penta Helix Concept

In today's technologically advanced era, where everything can be controlled, the success of an institution or organization is still highly dependent on its ability to form partnerships. In general, Islamic religious universities require a partnership to empower the community. Similarly, if Islamic religious universities are to be deemed professional and competent in their fields, all programs must be linked to multiple sources through a partnership if facilitation and mentoring activities are to be conducted. Establishing social relationships with anyone is a crucial aspect of carrying out all daily activities, which must be acknowledged. It is essential for Islamic universities to form partnerships, given their position as the vanguard of those who help with community empowerment. In the meantime, its long-term mission is to empower the community so that people are aware of, willing to, and able to assist themselves in solving any environmental and economic issues they face. All of this is performed so that the community can become a prosperous society.

To achieve greater mutual success, building partnerships for Islamic religious colleges is essentially a process of establishing communication or relationships, sharing ideas, information, and resources based on mutual trust and mutual benefit, as outlined in a memorandum of understanding or contract agreement.

The partnership is interpreted as an effort to emphasize the significance of a shared understanding of the problem and the function of the Penta helix. s Kay W. Eilbert emphasizes the significance of each

institution or individual partner fostering motivation. As he argues, collaborations that permit the discussion of differences and the development of methods to accommodate differences require motivation. Moreover, according to Kay W. Eilbert, organizational motivation provides an additional explanation for the increased interest in partnership and cooperation. In addition, according to Sentoneo Koertonegoro, a partnership is a cooperation that benefits both parties and places them on an equal footing.

In contrast, the Penta helix concept is an expansion of the triple helix strategy. Innovation requires the participation of various societal sectors and non-profit organizations.

Through this synergistic collaboration, it is hoped that an innovation that is supported by multiple synergistic resources will be realized. The Triple Helix was first presented by Etzkowitz and Leydesdorff in 1995. The Triple Helix model included academic, business, and government components. The field of industry is the actor responsible for innovation creation. Academic study is the entity responsible to produce knowledge. Then, interact with the government, the third field. Using a top-down approach, the three collaborate to develop innovations that can improve a country's economic conditions.

To accommodate the community's perspective, the Triple Helix was redeveloped with the addition of a fourth element, Civil Society or Community, resulting in the Quadruple Helix. The quadruple helix concept was created by maintaining the interaction of the triple helix model (a science and technology network between universities, industry, and government) and incorporating the entire civil society into the system. In Indonesia, the Quadruple Helix model was expanded to include media, which later became a supplement to the Penta helix element because, in the context of developing the creative economy in Indonesia, media (both conventional and social media) plays an important role despite remaining an independent element or not being directly affected. other components in performing their role or function.

Based on some of the explanations provided above, it can be concluded that Penta Helix is an innovation model used to improve or elevate the economic status of a country or region. It involves five stakeholders, namely government, business (private), media, academia, and the community, where each element's role and influence are quite large and influential; therefore, when combined in a

collaboration with a particular objective, it will produce the best and most effective results.

a. Building Partnerships Through Academics

Academic is the capacity of individuals to transmit and receive ideas, thoughts, and knowledge while also testing them in an open, honest, and unrestricted manner (Fadjar, 2002:5). Academic is derived from the Greek word *academos*, which means "public park" in the northwest of Athens. After that, *academos* was transformed into *academic*, which is a type of college location. The adherents of these schools are known as academics, while the schools themselves are known as *academia*. Furthermore, Pujianto (2009) stated that higher education is not an exclusive environment, but rather an environment for higher education. The campus is thus a distinct community or society known as the academic community. There are activities and regulations on campus that are distinct from those of others. Therefore, the campus becomes a type of academic institution, and the inter-campus relationship has a distinct academic atmosphere. The academic community is characterized by being critical, objective, analytical, creative, and constructive, receptive to criticism, respectful of time and scientific achievements, prejudice-free, dialogical, possessing and upholding academic norms and morals as well as scientific traditions, dynamic, and forward-looking.

Academics serve as drafters on the Penta helix model, with responsibilities such as standardizing the process for carried out activities as well as certification and human resource skills. In this instance, academics are a source of knowledge because they employ the most recent concepts and theories pertinent to activities or industries designed to achieve a sustainable competitive advantage. Consequently, collaborating with academics can increase the intake of strength for empowering the community, especially because academics can foster and empower, making the partnership process mutually beneficial. Cooperation with academics is an attempt to resolve the institutional isolation faced by universities at the local, regional, national, and international levels, primarily to improve the academic quality of each university. This collaboration encompasses a wide range of disciplines, all of which support the development and achievement of the Tridharma of Higher Education. A cooperative relationship with academics is essential for the realization of community empowerment to support the improvement of the quality of Islamic religious colleges into educational

institutions or institutions as a means of channeling the aspirations of the community toward the birth of the nation's successors who are prepared to fill the development void.

b. Building Partnerships through Government

The government in the Penta helix model acts as a regulator. The government acts as a regulator as well as a controller who has regulations and responsibilities in developing objects. In this case, it involves all types of activities such as planning, implementation, monitoring, control, promotion, financial allocation, licensing, programs, legislation, development and knowledge, public innovation policy, support for innovation networks and public-private partnerships. The government also has a role in coordinating the stakeholders who contribute to the development of the collaboration.

In establishing partnerships, ideally, various stakeholders can work together and contribute to development. Each contributes to realizing community empowerment according to their capacity and role in society.

Governance is a study of the policy process itself because public policy is decision-making (selecting and evaluating available information to solve problems). Government is both a science and an art; it is said to be a scientific discipline because government has met the requirements of science, such as being able to be studied and taught, having both material and formal objects, being universal and systematic, and specific (typical).

And according to Surya Ningrat, a government is a group of individuals who have a certain authority to carry out government power, be it an act, business, or rule. So, building a partnership between Islamic religious universities and the government is a very appropriate step in realizing community empowerment because the government plays a role in providing a win-win solution policy for the partnership pattern. Furthermore, the government also has community programs that can be synergized with the company's CSR programs. In addition, the government holds the key to regulating the APBD, which is useful for implementing work programs.

So that the partnership process will run according to their respective capacities and roles, especially having human resources in the field of participatory research to provide recommendations and be directly involved in sustainable empowerment program actions. Universities have the responsibility to carry out the Tri Dharma of Higher Education, namely education, research, and community service.

c. Creating Community Partnerships

The community in the Penta helix model acts as an accelerator. In this case, the community is people who have the same interests and are relevant to the growing business. The community can also act as an intermediary or become a liaison between stakeholders to assist in the development process of the deposit. The community here can include the official community or the community that has an important role in the development of the cooperation.

A community is a group of people who reside in the same area and share a connection that enables them to interact. A community is a means of gathering individuals with similar interests.

Community partnerships have the potential for rapid expansion and can steer an organization in numerous directions and pursuits. Frequently, Islamic religious universities will form partnerships with communities or organizations whose goals align with those of the university. As a result, the purpose of community empowerment by universities is shared by communities and organizations, making the application of community empowerment more visible and effective.

The purpose of this partnership is to benefit both parties and to strengthen the greater community. Personal relationships, businesses, or even volunteer programs can serve as the foundation for community partnerships. Regardless of how they began, they must be structured so that each party understands and accepts their role. Community partnerships require time to develop, but they can become some of the best funding opportunities, and Islamic religious colleges frequently help fund communities or organizations on an internal or external level.

d. Building Partnerships Through Business

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In establishing business partnerships, each other must make various breakthroughs, especially looking for alternative solutions together when facing obstacles and risks during their cooperation. And most importantly, both parties must be open, honest and maintain the mutual commitments that have been agreed in a mutually beneficial cooperation contract, there is no indication of fraud, and everything must be clear and open from the start, so that we are not trapped in a business that is not obviously it will even harm one of the parties.

Like a marriage, partnership cooperation must be confirmed in a cooperation agreement and strengthened by agreements in a written cooperation contract that has been agreed upon by both parties with clear provisions and binding each other with one achievement or sanction in the contents of the agreement.

e. Building Partnerships Through Business

In the model of the Penta helix, the medium functions as an expander. In this instance, the media plays a role in promoting and establishing the brand image of publications. Program for cooperative development It can be said that the media has a significant impact on community empowerment. Due to the influence of very modern developments, technology and the media are predominated, such that what is rumored in the media becomes a highly influential and effective topic.

Media is a means of communication for the community that functions as an intermediary or liaison between two parties. Meanwhile, McLuhan and Quentin Fiore asserted that "the media have become the essence of society in every era." This demonstrates that society and the media are inextricably linked, that the media is an integral part of people's lives, and that the media has a positive or negative effect on social and behavioral patterns.

Print media, electronic media, and online media are examples of mass media. Print media is subdivided into several categories, including newspapers, magazines, and books, whereas electronic media is subdivided into two categories, including radio and television, and online media includes internet media such as websites and others.

From the perspective of their ability to attract human (society's) attention, all three types of mass

media have strategies for attracting the audience's attention. Social media, which is part of online media, could be more aggressive in diverting people's attention away from mass media and onto social media.

Therefore, it can be concluded that if Islamic religious universities do not form partnerships with the media, the university's activities are not clearly visible, and the information does not reach the community. This hinders the community empowerment process. Therefore, it is essential to establish cooperation with the news media.

2. Leadership Management between Opportunities and Challenges

Management is a typical process consisting of planning, organizing, implementing, and monitoring that uses human and other resources to determine and attain predetermined goals.

Leadership is the activity or art of influencing the behavior of individuals and groups alike. Thus, leadership management can be interpreted as an organizational skill comprised of management knowledge and leadership skills. In general, it refers to the skills required to manage an organization, as well as the capacity to lead, direct, and motivate efficiently and effectively.

In this type of leadership management, the leader plays a significant role in regulating, managing, and protecting individuals in the form of organizations, communities, and other groups. The captain, like the captain of a ship, is the leader because he directs everything according to his goals and the members' agreements.

In the process of establishing partnerships with the Penta helix concept implemented by Islamic religious universities, a leader or rector must also be aware of all the advancements of an advancing age. As is now the era of the digital era, in which the era is becoming increasingly advanced and advancing rapidly in information technology. The digital era, the era of the emergence of digital networks, or the term internet, is currently quick, simple, and instantaneous without encountering a significant barrier.

Despite these conveniences, the digital age presents both opportunities and challenges. Obviously, in the current digital age, the Chancellor must be aware of the opportunities and challenges.

There are at least three opportunities for the Chancellor in the digital age in the process of community empowerment, the first of which begins with knowledge. As Chancellor, you must consider and comprehend the skills, competencies, and technical knowledge required to manage a team in the modern workplace.

The second step is applying this knowledge after contemplating it. A leader must not only delegate and issue orders, but also actively participate in the project at hand.

Working with a team and interacting with numerous stakeholders is one way to become a Chancellor who is not merely status-obsessed but also acts commensurate with his or her authority. After contemplating and applying knowledge, the final step is consistency. To remain committed to a mutually agreed upon objective.

B. Conclusion

Building partnerships for Islamic religious colleges is essentially the process of establishing communication or relationships, sharing ideas, information, and resources based on mutual trust and mutual benefit, as outlined in a memorandum of understanding or contract, to achieve greater mutual success.

The Penta Helix is an innovation model used to improve or raise the economic level of a country or region. It involves five stakeholders, namely the government, business (private sector), media, academia, and the community. Therefore, when combined in a collaboration with a particular objective, they will produce the best and most effective results.

First, academics serve as drafters for the Penta helix model. Such as standardizing the process for carried out activities, certification, and human resource expertise. In this instance, academics are a source of knowledge because they employ the most recent concepts and theories pertinent to activities or industries designed to achieve a sustainable competitive advantage.

In the Penta helix model, the two governments serve as regulators. The government serves as both a regulator and a controller with regulations and responsibilities for the development of objects. In this case, it includes activities such as planning, implementation, monitoring, control, promotion, financial allocation, licensing, programs, legislation, development, and knowledge, as well as public innovation policy, support for innovation networks, and public-private partnerships. The government is also responsible for coordinating the contributors to the collaboration's development.

In the Penta helix model, the three communities serve as accelerators. In this instance, the community consists of individuals with similar interests and relevance to the expanding business. To aid in the development process of the deposit, the community can also act as an intermediary or liaison between stakeholders. Community in this context can

refer to either the official community or the community that plays a significant role in the development of cooperation.

In the Penta helix model, the four businesses serve as enablers. A business is an entity that engages in business processes with the aim of creating value and sustaining growth. Business acts as an enabler that provides infrastructure by supporting changes in business human resources in collaborative governance, as well as a promoter or budget contributor by providing added value or income in the form of funding for the sector's development.

In the Penta helix model, the media functions as an expander. In this instance, the media plays a role in promoting and establishing the brand image of publications. Program for cooperative development It can be said that the media has a significant impact on community empowerment. Due to the influence of very modern developments, technology and the media are predominated, such that what is rumored in the media becomes a highly influential and effective topic.

However, a Penta helix partnership cannot be realized if the Chancellor, the highest leader at an Islamic university, lacks leadership and management skills. The success of an Islamic educational institution is contingent upon the leadership of the Chancellor. Leaders of madrasas must be able to steer the institution toward achieving its goals, especially in terms of realizing community empowerment. The Chancellor must also be able to recognize both the opportunities and the obstacles that exist.

The Chancellor strongly supports the realization of an effective and efficient Penta helix partnership and aids the government in empowering the community and the Chancellor as the front line of education management. Therefore, he must be capable of carrying out his duties and be accountable for actively promoting Islamic educational institutions.

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