

CANADORE COLLEGE
CORPORATE POLICY MANUAL

TITLE: Partnership Policy

EFFECTIVE DATE: November 21, 2006

1. SCOPE

1.1 Authority

This policy is issued under the authority of the Board of Governors.

1.2 Application

This policy applies to all departments within Canadore College.

2. PURPOSE AND PRINCIPLES

2.1 Background

A Canadore College partnership is a mutually beneficial association between Canadore College and one or more other organizations, including businesses, communities, and labour and government organizations. Canadore College's role as a partner can be as a principal or as a contributor of expertise or capital.

As a partner, the College potentially shares risks and profits, in a business or joint venture designed to advance education and/or training opportunities for the stakeholders and their constituents.

Partnerships may typically be established with business and industry, labour organizations, educational institutions, government ministries, public agencies, municipal and aboriginal communities, community-based groups and associations, and with other partners as may be appropriate to advance Canadore College's strategic direction.

Partnerships may address a range of activities from short-term project-specific activities to long-term strategic alliances.

Partnerships may be designed to advance institutional growth and leadership, to strengthen the institution in terms of its program range and/or financial viability, or to support community development.

This policy does not apply to purchases of real property through partnership agreements.

2.2 Purpose

To meet training and training-related needs of partners by serving learners;

To improve and/or expand the full range of education and training capabilities of the College;

To enhance the research capabilities of the College and/or its partners; and

To enhance and develop the reputation, profile and standards of excellence of the College.

Strategic alliances are long-term arrangements with partners that transcend individual projects, that incorporate shared objectives and mutual benefits, and that involve an ongoing reciprocal working relationship.

Strategic alliances may involve exclusive relationships with partners on specific and clearly defined areas of work. Where Canadore enters into exclusive alliances, it will do so with due attention to procedural fairness, accountability, and the "public trust" responsibility of public institutions.

Strategic alliances will be based on blending skills, expertise, and contracts for mutual advantage in supporting education and training and related expertise at Canadore College.

2.5 Principles

Partnership agreements and strategic alliances can be formalized through:

- Memoranda of Understanding (MOU)
- Letters of Understanding
- Contracts, and/or
- Inter-Institutional Agreements.

College orientation:

In all of its partnership arrangements, Canadore College:

- Will maintain the integrity of service to students;
- Will maintain the integrity of college academic standards;
- Will maintain the financial integrity of the institution; and

2.5 **Principles (continued)**

- Will maintain the integrity of the institution as a public, not-for-profit, postsecondary educational institution, while recognizing the value of individual revenue-generating ventures through specific contracts and particular partnership arrangements.

Partnership relations:

In all of its partnership arrangements, Canadore College:

- Will be open , responsive, and constructive in meeting the needs of our partners and of the College;
- Will focus on learning and the knowledge and skills-based needs of clients;
- Will approach its partnership responsibilities with the objective of providing "value for money";
- Will focus on quality and the opportunity for innovation; and
- Will stand by its delivery of programs offered under partnership agreements.

Canadore College, in all of its partnership agreements, will operate according to the Ethical Guidelines for Business-Education Partnership developed by the Business-Education Partnerships Forum, a program of the National Business and Education Centre, The Conference Board of Canada. (See Appendix A)

Decisions to enter into partnerships and alliances will be based on a systematic, evaluation of the nature of the project, the potential benefits to the College, and the estimated risk and opportunity costs involved.

Significant partnership agreements, involving new initiatives, and/or noteworthy degrees of risk, and/or unpredictable outcomes or unclear benefits, will be brought to the attention of the Board of Governors for Board direction. Factors in the evaluation of partnerships and alliances include:

- Education benefits to Canadore students
- Positive contribution to the College (i.e. capital)
- Enhanced reputation to community and students
- Access to new technology and other intellectual property
- Enhanced placement of graduates
- Optimized use of staff resources
- Perceived "public value" of the initiative

2.5 Principles (continued)

In undertaking partnership agreements and strategic alliances, Canadore College:

- Will maintain the highest standard in occupational health, safety, and work environment;
- Will optimize the use of staff resources;
- Will not disrupt or displace existing staffing arrangements, governed by collective agreements, through its partnering processes;
- Will respect existing collective agreements;
- Will attend to its mission and strategic planning focus;
- Will not undertake an arrangement that is designed to put the College in direct competition with existing business and industry outside of the education and training fields; and
- Will ensure that partnership arrangements respect basic human rights.

3. ROLES AND RESPONSIBILITIES

3.1 Board of Governors

The Board of Governors is responsible for the initial approval of the policy framework and subsequent amendments.

3.2 President

The President is responsible for the overall management and operation of the College. The President is responsible for ensuring that the College has operational policies and procedures in place to ensure mutually beneficial partnerships. The President is the signatory to partnerships and strategic alliances.

4. EVALUATION

Each partnership agreement will include an ongoing review framework with a specific schedule and a financial analysis.

A list of existing partnership agreements with scheduled review dates will be provided to the Board of Governors annually.

Where financial arrangements are included in a partnership agreement, the prospective partner must provide its multi-year financial projections, most recent financial statement, strategic business plan, and all insurance documentation related to the proposed activity.

4. **EVALUATION (continued)**

Each partnership agreement will include a college assessment of the organization's capacity to fulfill its commitments (e.g. staffing levels, financial resources, and facilities).

Ethical Guidelines for Business-Education Partnerships

Business-education partnership are mutually beneficial relationships between employers and educators that are designed for enhanced learning for students and other learners. They may involve other education stakeholders as partners, including students, employees, parents, communities, labour, and government organizations. Most business-education partnerships are cooperative relationships in which partners share values, objectives, human, material or financial resources, roles and responsibilities in order to achieve desired learning outcomes.

Canadian employers and educators support Business-education partnerships that:		
<ul style="list-style-type: none"> - Enhance the quality and relevance of education for learners. - Mutually benefit all partners. - Treat fairly and equitably all those served by the partnership. - Provide opportunities for all partners to meet their shared social responsibilities toward education. - Acknowledge and celebrate each partner's contributions through appropriate forms of recognition. 	<ul style="list-style-type: none"> - Are consistent with the ethics and core values of all partners. - Are based on the clearly defined expectations of all partners. - Are based on shared or aligned objectives that support the goals of the partner organizations. - Allocate resources to complement and not replace public funding for education. - Measure and evaluate partnership performance to make informed decisions that ensure continuous improvement. 	<ul style="list-style-type: none"> - Are developed and structured in consultation with all partners. - Recognize and respect each partner's expertise. - Identify clearly defined roles and responsibilities for all partners. - Involve individual participants on a voluntary basis.

This document was developed by the Business-Education Partnerships Forum, a program of the National Business and Education Centre, The Conference Board of Canada (1997-98).