

Additional References

Principles and Guidelines for Partnerships

Purpose

The purpose of this document is to provide a set of guiding principles for the development of mutually beneficial partnership agreements between BCIT and external organizations.

Background

BCIT recognizes the need to forge new, creative, and innovative partnerships with organizations that will enhance our ability to meet our mandate and our mission. Such organizations would include but are not limited to business, industry, unions, professional associations, and other post-secondary institutions.

BCIT typically enters into three main types of partnerships:

1. Educational Partnerships

BCIT's educational partnerships meet an identified educational purpose and are consistent with BCIT's philosophy, values, and goals. Examples of educational partnerships include agreements that BCIT has with various BC school districts for the delivery of BCIT-approved content in secondary schools.

Example:

BCIT has commercial partnerships with four major automobile manufacturers. The partnership with General Motors has been used as a model for others. General Motors provides equipment, product, technical information, and factory training for our General Motors training staff. BCIT provides coordination and delivery of instructional services to apprentice students and technicians in British Columbia and overseas on request.

2. Educational/Commercial Partnership

BCIT's educational/commercial partnerships combine the delivery of educational products or services with a commercial objective. Such partnerships are usually with profit making organizations. Examples include TTA and TransTech, both established by BCIT International.

Example:

A project on "Capacity Building for Traffic Safety, Planning and Management" was awarded to TTA, in conjunction with Hamilton Associates and the Insurance Corporation of British Columbia (ICBC). This partnership will provide training activities and consulting services to the Traffic Management Research Institute of the Ministry of Public Security in the People's Republic of China.

3. Commercial Partnerships

Commercial partnerships and contracts range from permitting franchise operations to operate on campus, to authorizing sole distributorship rights for products sold on campus, to various contracts for the provision of ancillary services on campus.

Example:

BCIT and the BCIT Student Association are in partnership with Pepsi Cola. In return for exclusive beverage rights throughout all BCIT campuses, this partnership provides for BCIT and the Student Association to receive marketing rights payments from Pepsi for a designated period of time.

Guiding Principles

While it is recognized that individual partnerships are developed on a one-to-one basis, the following guiding principles are offered.

Compatible Goals and Values

Only those organizations which share compatible goals and values with BCIT will be considered for partnership opportunities.

Value-Added Partnerships

BCIT will enter into partnership agreements where it can be demonstrated that such agreements add value to the Institute. Criteria for added value include:

- Clear, demonstrable benefits to students
- Increased awareness
- Enhancement of BCIT's image
- Long-term relationships
- Opportunity for spin-offs
- Community relations
- International opportunities
- Donations
- Diversified and long-term revenue streams
- Price reductions
- Student project/training opportunities
- Student employment opportunities
- Exchange and research opportunities for faculty, staff, and students
- Development of new technological applications for transfer to BC industry
- Royalties

Educational Partnerships

a. Educational Goals

- "Educational partnerships should meet an identified educational purpose and enhance the quality and relevance of BCIT's education and training by providing additional resources."
- "Educational partnerships should facilitate excellence in teaching, learning and/or applied research at BCIT."

b. Equity and Inclusiveness

- “Educational partnerships should not conflict with the social values of gender equality and the recognition and value of diversity in BC.”

c. Educational Integrity

- “Educational partnerships should recognize the respective roles of the BCIT Education Council and Board of Governors in decision-making over educational matters.”
- “Acknowledgement of the contributions of BCIT’s educational partners should not be done in a manner that interferes with the atmosphere of open discussion and debate in the educational activities of the Institute.”

d. Accountability

- “All educational partnerships must be open to public scrutiny such that both internal and external stakeholders are satisfied that the partnership is not compromised by private interests. In certain cases, if it is demonstrated that it is clearly necessary, information which is integral to the partner’s or partnership’s competitive advantage may be kept confidential.”

Contractual Considerations

Contractual arrangements will clarify rights of both partners and secure BCIT protection from unwanted liabilities.

Guidelines

Collaboration flourishes when parties derive mutual benefits, collectively access external fund, stipulate roles and responsibilities, and have an active process for resolving conflicts.
(Alex Corvan and William Hanna)

- Goals, expectations, and outcomes will be clearly understood by both parties.
- Mutual trust and respect will prevail, as well a shared responsibility for meeting goals and resolving disagreements.
- Shared goals will be consistent with BCIT’s “Principles and Guidelines for Partnerships” and the Institute’s strategic focus (meeting the training and career development needs of students, and enhanced business performance of employer organizations).
- The Partnership Agreement will specify the processes for participation by the partners in strategic and operational decisions.
- Partners will respect BCIT’s obligations to its public and the due diligence process BCIT may be required to follow in meeting these obligations.
- Partners will support and enhance BCIT’s mandate to deliver training and applied research within BC.
- Parties will ensure that measures are in place to evaluate the effectiveness of the partnership.
- Parties will ensure the mutual benefits derived from the partnerships are sustained and long lasting.