

TITLE: PARTNERSHIPS WITH EXTERNAL ORGANIZATIONS

POLICY STATEMENT:

Red Deer College (RDC) is committed to entering into formal partnership agreements with external organizations, companies or individuals to provide opportunities for collaboration and cooperation. The partnership agreements help the College to carry out its mandate and accomplish the goals in the RDC Strategic Plan.

PURPOSE:

This policy describes the circumstances in which the College may enter into partnership agreements with external organizations, companies, or individuals. Guidelines in the policy provide assurance that these agreements are well-planned and executed, and that the roles and responsibilities of all parties are clearly defined and understood.

SCOPE:

This policy applies to all College employees and officers who are involved in establishing and maintaining partnerships with external organizations, companies, or individuals.

PRINCIPLES:

1. The following principles apply to all policies at RDC:
 - 1.1. Treat all persons fairly and respectfully.
 - 1.2. Are non-discriminatory and non-intrusive.
 - 1.3. Incorporate open, honest and timely communication.
 - 1.4. Are made in a timely manner.
 - 1.5. Provide appropriate confidentiality and privacy.
 - 1.6. Provide appropriate access to the College and education.
 - 1.7. Ensure that all persons have access to informed support regarding policies, procedures, rights and responsibilities.
 - 1.8. Operate with clear written expectations for conduct and handling of complaints.
 - 1.9. Meet all regulatory standards.
 - 1.10. Maintain and clearly state a high standard of instruction and administration in all areas of educational programs and services.
 - 1.11. Are communicated in alternate forms to those who require such accommodation.

Specifically for this policy:

Red Deer College enters into a formal partnership with another organization, company or individual within the following principles. A partnership:

1. Is established on the basis of mutual benefit for Red Deer College and the other organization, company, or individual.
2. Is consistent with the mission, vision, values and operating culture of Red Deer College.
3. Advances strategic directions important to Red Deer College.

4. Neither involves, nor gives the appearance of involving conflict of interest for Red Deer College or its employees.
5. Is structured to recognize the value of Red Deer College resources involved, and assures accountability for those resources.
6. Does not unduly expose Red Deer College to risk including unnecessary liability.
7. Does not normally include activities in direct competition with the activities of Red Deer College. Where such direct competition may exist or may be perceived to exist, the partnership agreement recognizes the issue and safeguards the interests of all parties.
8. Allows each party to maintain its autonomy and does not unduly restrict the ability of Red Deer College to make future decisions.
9. Requires that supervision and direction of Red Deer College employees performing their regular work duties are separate and distinct from their involvement with other organization, company, or individual under the partnership agreement.

DEFINITIONS:

Contact person: For the purposes of this policy, a primary point of contact designated by the organization, company, or individual to be responsible for assuring compliance with the partnership agreement.

Partnership: A formalized strategic alliance between Red Deer College and another organization, company, or individual for the purpose of undertaking a specific, mutually beneficial endeavor.

Partnership, as referenced within this Policy, is different from a joint venture in which the parties agree to develop an affiliation to achieve a common goal by sharing investments, control and risks and benefits.¹

Partnership, as referenced within this Policy, excludes articulation and transfer agreements.

Note: a relationship with a financial component is not intrinsically a partnering relationship. For example, employer-employee relationships, vendor-purchaser relationships, debtor-creditor relationships, and landlord-tenant relationships are not considered partnerships.

GUIDELINES:

1. A partnership may exist between Red Deer College and partners such as:
 - 1.1. Educational institutions,
 - 1.2. Not-for-profit agencies,
 - 1.3. For-profit enterprises,
 - 1.4. Government agencies,
 - 1.5. Companies,
 - 1.6. Individuals.

¹ Proportionate consolidations is a basis of accounting for joint ventures where a pro-rata share of each joint asset, liability, revenue and expense is combined on a line by line basis in each partner's financial statements.

2. A partnership may address subjects such as:
 - 2.1. Credit programming,
 - 2.2. Non-credit programming,
 - 2.3. Curriculum development,
 - 2.4. Applied research,
 - 2.5. Delivery of services,
 - 2.6. Use of College facilities,
 - 2.7. Ancillary operations,
 - 2.8. Impact on Land Use Master Plan,
 - 2.9. Internationalization.

3. A partnership is established by a written and signed agreement that includes:
 - 3.1. Specification of the contact person from each organization, company, or individual.
 - 3.2. Specification of the benefits to be accrued by the parties in the agreement as a result of the agreement.
 - 3.3. Description of the limitations of the agreement relative to the mandates of all parties concerned.
 - 3.4. Description of the activities that each member of the partnership will undertake relative to the agreement.
 - 3.5. Provisions for review of agreement and dates and procedures for renewal or termination.
 - 3.6. Agreement by the partnering organization, company, or individual to adhere to relevant Red Deer College policies, procedures, and other statutory policies and restrictions.
 - 3.7. Specification of the nature and the value of any human resources, space, capital equipment or other resources of Red Deer College and its partner(s) used or shared during the term of agreement.
 - 3.8. Reporting relationships, respective work time commitments, supervisory and accountability, in cases of shared human resources
 - 3.9. Specification of the ownership of intellectual property created in the course or as a result of the partnership.
 - 3.10. Specification of the extent to which each partner is expected to contribute to the direct or indirect costs of shared resources.
 - 3.11. Specification of appropriate requirements for insurance and indemnification for all parties to the agreement.
 - 3.12. Non-assignability clause.

PROCEDURES:

1. A proposal for partnership is brought to a respective Vice President for consultation.
2. The Vice President responsible for the proposed partnership assesses the partnership agreement against the following criteria:

- 2.1. Fit with the mission, vision, values, and operating culture of Red Deer College,
 - 2.2. Fit with strategic directions of Red Deer College,
 - 2.3. Assessment of risk exposure for Red Deer College,
 - 2.4. Assessment of whether a “related party” situation exists,
 - 2.5. Degree of direct competition with activities of Red Deer College,
 - 2.6. Effect on future decision-making ability for Red Deer College,
 - 2.7. Overall cost-benefit impact for Red Deer College.
3. The Vice President responsible for the proposed partnership ensures that internal consultation has been conducted with appropriate departments, programs or other internal stakeholders that could be affected by the partnership.
 4. Financial Services reviews the draft partnership agreement before the contract is brought to Service Council.
 5. The Vice President responsible for the proposed partnership brings the draft partnership agreement to Deans’ Council for information where appropriate and to Service Council for recommendation for approval.
 6. Two signatures are required on the partnership agreement: the VP responsible for the agreement and either the CFO or the Director of Financial Services.
 7. The original agreement and other related documents are filed with the Financial Services Department.
 8. Ongoing accountability for the partnership agreement and relationship is the responsibility of the respective Vice President or delegate.
 9. Changes to a partnership agreement are approved by the Vice President and either the CFO or the Director of Financial Services after appropriate consultation.

OFFICER RESPONSIBLE: Vice President College Services

POLICY CATEGORY: Non-Academic

RECOMMENDING AUTHORITY: Service Council

CONSULTATION FOR REVIEW: Deans’ Council, Service Council, Risk Services

POLICY REVIEW DATE: June 2021

EFFECTIVE DATE: July 15, 2016

REVISION HISTORY: September 1, 2006 (Partnering Relations with Other Organizations Standard Practice)
October 1, 2010 (revised and renamed Partnerships with External Organizations Policy)
July 15, 2016

RELATED POLICIES:

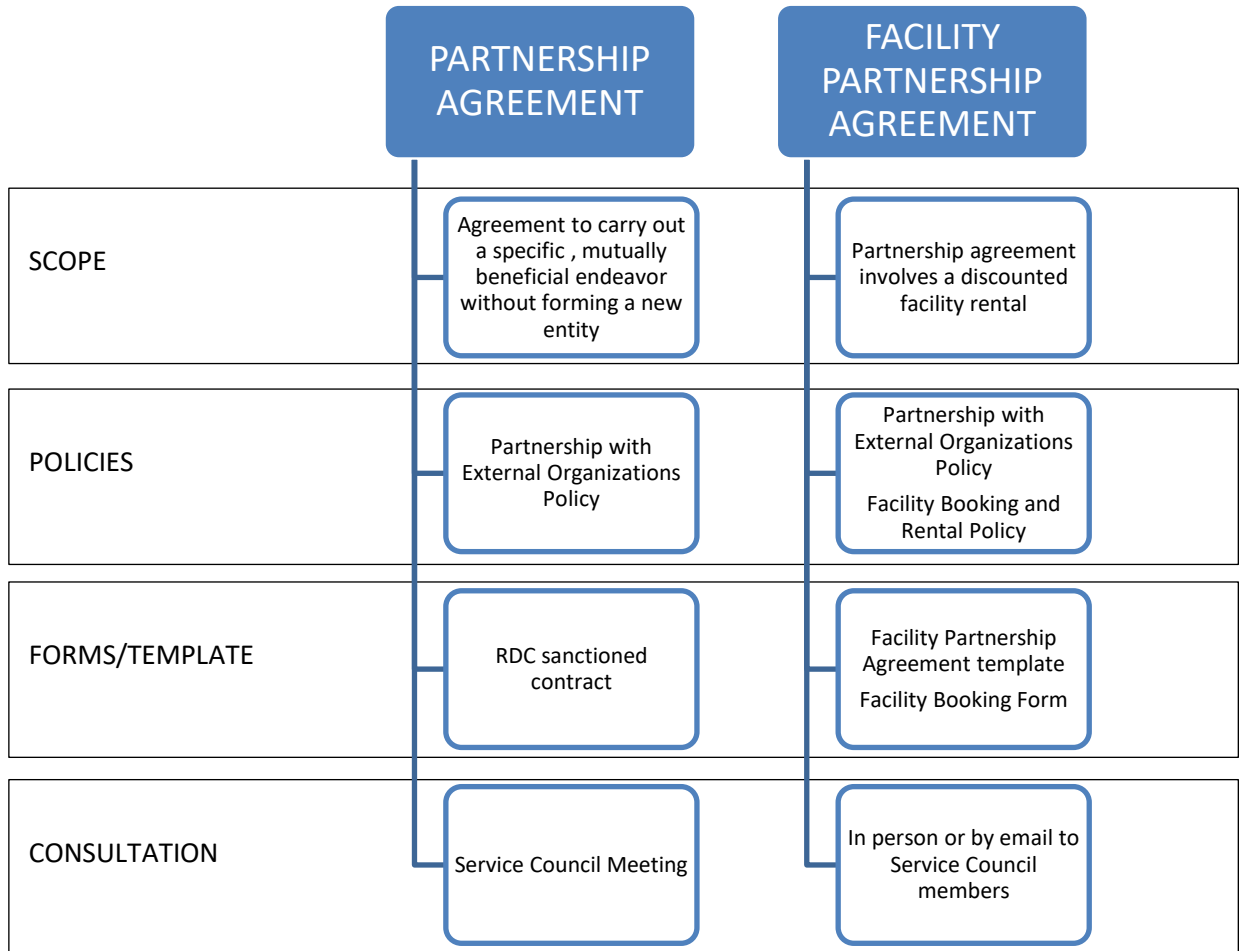
- [Conflicts of Interest and Mandatory Disclosure](#)
- [Facility Booking and Rental](#)

- [Related Parties Standard Practice](#)
- [Secondment of Faculty Members to External Organizations Standard Practice](#)
- [Signing Authority and Contract Execution](#)

CONNECTION TO BOARD POLICIES:

All RDC policies support relevant Board of Governors policies.

PARTNERSHIP WITH EXTERNAL ORGANIZATIONS



FACILITY PARTNERSHIP AGREEMENT Assessment Checklist

Criteria for approval:

- Fit with the mission, vision, values, and operating culture of Red Deer College.
- Fit with strategic directions of Red Deer College.
- Assessment of risk exposure for Red Deer College.
- Assessment of whether a “related party” situation exists (e.g. review Related Parties Standard Practice, Conflicts of Interest and Mandatory Disclosure Policy).
- Degree of direct competition with activities of Red Deer College.
- Effect on future decision-making ability for Red Deer College.
- Overall cost-benefit impact for Red Deer College.

Routing:

- Vice President for initial assessment
- Service Departments for consultation
- Financial Services/Risk Services to review draft Agreement
- Vice President College Services for approval
- Contract initiator (to forward to other parties to the contract for signing)
- Financial Services for record keeping with a copy to Facility Bookings

Consultation for approval:

(Ensure consultation is completed in a timely manner. Initials or attached email required.)

_____ Director of Marketing & Communications or delegate

_____ CIO or delegate

_____ Director of Community Relations or delegate

_____ Director of Campus Management or delegate

_____ Director of Financial Services or delegate

_____ Director of Human Resources (including Health and Safety) or delegate

_____ Other <please list> _____

For further information please see the [Partnerships with External Organizations Policy](#) or contact Financial Services.

Facility Partnership Agreement [template](#) is published online. For assistance in completing the template or developing an alternate contract document, contact riskservices@rdc.ab.ca.