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**A FRAMEWORK  
FOR COLLEGE COLLABORATION  
IN NORTHERN ONTARIO**

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# **Memorandum of Understanding for Collaboration**

**Between:**

**Northern College – Confederation College – Fleming College – Collège Boréal**

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## **I. Preamble**

The environment in which Ontario's post secondary education sector functions has begun to shift dramatically. The immediate catalyst has been constrained financial resources and therefore the need to change; however this has been accompanied by a more pervasive need to increase productivity and quality, while remaining affordable and sustainable to the tax payer and tuition payer.

Concurrently, the Government of Ontario has embarked upon casting a new vision for post secondary education, one which will accentuate not only increased productivity but also collaboration, pursuit of shared services, and a mindset for innovation and entrepreneurship.

Much of the economy of Northern Ontario is premised upon resource based industry – mining and forestry. Another characteristic of the north is its comparatively small and widely disbursed population. These particular northern characteristics naturally lend themselves to unique opportunities in education, training and workforce development. It therefore makes sense that Northern Ontario colleges that share similar socio-geo-economic characteristics seek ways to maximize emerging opportunities, contributing to the development of the north while realizing the objectives of a new vision for post secondary education.

In the spirit of advancing cooperation and collaboration amongst colleges in Northern Ontario, the signatories to this Memorandum of Understanding agree to work towards advancing social and economic development in their region while also advancing the mission of each respective college.

## **II. Introduction**

The purpose of the agreement is to provide a broader range of learning opportunities and supports to residents and communities of Northern Ontario through the development of an integrated and synergistic training and education strategy. Specifically, the signatory colleges commit to: developing collaborative opportunities between and amongst themselves that will serve the needs of the residents of Northern Ontario; and respects the autonomy of each institution and its Board of Governors.

### **III. Scope**

Collaborating colleges may consider: the sharing of curriculum, courses and programs; co-development of curriculum; inter-institutional delivery of courses and programs; development of enhanced learner support services; joint professional development opportunities for staff; joint program delivery; creation of joint ventures and training partnerships; attracting new funding sources to enhance collaborative efforts and speaking with a unified voice to advocate for post-secondary education in Northern Ontario in concert with our partner, Colleges Ontario.

As well, the colleges may collaborate in:

1. provision of learner access to cost effective programming and services throughout northern Ontario
2. sharing best practices for program delivery that meets the needs of diverse learners
3. fostering creativity and innovation in support teaching excellence and student success
4. recruitment strategies to attract learners in identified skilled shortages to northern Ontario
5. support for northern Ontario employers in the attraction and development of a competitive workforce
6. a complementary and coordinated approach to international markets and partnerships
7. applied research capacity development and implementation of specific research projects

### **IV. Principles**

In undertaking this MOU, each signatory agrees to the following principles:

1. recognition that the needs of the students are paramount;
2. equitable division of resources ;
3. recognition that collaboration engenders interdependence and that change at one college can affect the other – therefore the parties should keep each other informed of potential changes;
4. mutual respect of our respective mandate and strengths and the educational values, policies, strategic priorities and operational processes at each college;
5. adherence to all applicable collective agreements;
6. open communication;
7. due consideration of real and potential consequences before implementing any changes to collaborative education programs;

8. a commitment to ensuring that residents from northern Ontario have access to college education closer to home:
  - agreements like this pave the way for cooperative programming that meets the needs of our residents; therefore collaborative programming that we jointly deliver should be designed and undertaken to minimize the need for students to not necessarily have to physically transfer colleges to graduate;
9. sharing of best practices in teaching and learning, organizational sustainability and community engagement;
10. a commitment to working together in serving our communities in the areas of our respective mandate and strengths;
11. respect for the traditional catchment areas of each other for postsecondary recruitment and not actively market specific programs without first obtaining consent of the other college.

While signatories to this MOU may identify initiatives they wish to develop, operational matters inclusive of, but not limited to the following shall be detailed in a separate Letter of Understanding:

- collaborating colleges;
- college lead(s) for the initiative;
- details of the initiative including objectives;
- budget or revenue/expense sharing;
- exceptions and qualifications that protect the interests of a partner; etc.

## **V. Recognition**

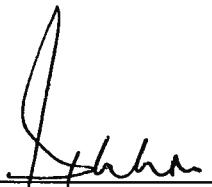
It is recognized that some relevant fields of expertise lie outside of Northern Ontario at other colleges. Further, it is entirely consistent with provincial strategic direction and the objectives of this MOU that the spirit of collaboration extends in a bilateral or multilateral manner to other colleges of applied arts and technology. Fleming College has relevant program expertise in environmental and natural resource programs and wishes to be a founding member of the consortium, contributing to achievement of the aspirations and objectives articulated in this Memorandum of Understanding. Fleming College is committed to working with partners in this collaboration to the benefit of students and graduates, member colleges and employers.

## **VI. Renewal, Termination and Amendment**

This Memorandum of Understanding shall remain in force for a period of three years from the date of signing, with the understanding that it may be terminated by the President of the signatory college(s) by providing 90 days notice to the other College(s) in writing, unless an earlier termination date is mutually agreed upon. The Memorandum of Understanding may be amended or extended by mutual consent of all the parties.

MOU for Collaboration: Northern – Confederation – Fleming – Boréal

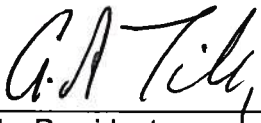
In witness whereof, the parties hereto have offered their signatures:

  
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Fred Gibbons, President & CEO  
Northern College

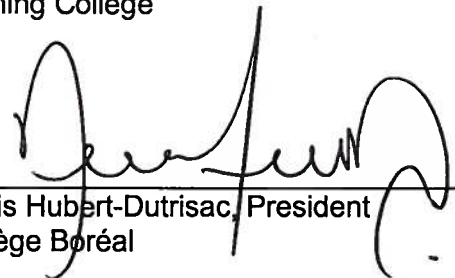
Nov 25/12  
Date

  
\_\_\_\_\_  
Jim Madder, President  
Confederation College

Nov 25/12  
Date

  
\_\_\_\_\_  
Tony Tilly, President  
Fleming College

2012/11/25  
Date

  
\_\_\_\_\_  
Denis Hubert-Dutrisac, President  
Collège Boréal

2012/11/25  
Date