REPORT FOR AN IDEAL PARTNERSHIP DEVELOPMENT DEPARTMENT

And looking at them Jesus said to them, "With people this is impossible, but with God all things are possible."
Matthew 19:26

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Lead Author: S. Coray, Senior Manager, Partnership Development

INFORMATION REPORT

Vision
At Toronto Catholic we transform the world through witness, faith, innovation and action.

Mission:
The Toronto Catholic District School Board is an inclusive learning community rooted in the love of Christ. We educate students to grow in grace and knowledge and to lead lives of faith, hope and charity.

G. Poole  
Associate Director of Academic Affairs

A. Sangiorgio  
Associate Director of Planning and Facilities

S. Pessione  
Associate Director of Business Services, Chief Financial Officer and Treasurer

Angela Gauthier  
Director of Education
EXECUTIVE SUMMARY

At the Corporate Affairs, Strategic Planning and Property Committee meeting held on December 5, 2013, staff provided two scenarios for the expansion of the Partnership Development Department.

The Board directed staff to provide a more detailed report outlining potential educational partnerships and strategies that “link back to student success and providing equitable learning opportunities for all students.”

Additionally, staff were to provide information and insights into the performance and functioning, as well as compare the present capabilities and potential performance of the Partnership Development Department.

PURPOSE

The purpose of this report is to provide the Board with additional details arising out of the following motions passed at the Corporate Affairs, Strategic Planning and Property Committee meeting held on December 5, 2013 as follows:

That a report be brought back in February 2014 with the following information:

1. Who the potential educational partners are and how we approach them? (Ideal Partnership)
2. Details of the initiatives that we currently have (Progress Report)
3. Opportunities to seek out potential partnerships (Progress Report)
4. Working in collaboration with other departments - what are the opportunities to work with other departments, what are they and what strategies could be identified to reach out to those departments? (Ideal Partnership)
5. What exactly does pursue and promote mean? (Ideal Partnership)
6. What has been done so far, how has it gone and what is next? (Progress Report)
7. Link back to student success and providing equitable learning opportunities for all students – (Ideal Partnership)

This report will address items 1, 4, 5 and 7. Items 2, 3 and 6 will be addressed in a separate report titled “Partnership Development Department Progress Report.”

Also as directed by the Board, this report provides information and insights into the performance and functioning of the Partnership Development Department.

BACKGROUND

At the Corporate Affairs, Strategic Planning and Property Committee meeting held on December 5, 2013, staff provided information regarding a model of a theoretically ideal Partnership Development Department and the investment required.
This report provides information regarding potential educational partnerships, strategies, goals, as well as insights into the performance and functioning of the department.

Furthermore, this report is to provide information that helps compare the present capabilities of the department with its potential performance. The primary aims are to identify:

- present capabilities of the department
- potential performance of the department

**EVIDENCE/RESEARCH/ANALYSIS**

**POTENTIAL EDUCATION PARTNERSHIPS**

Staff are working on a number of potential education partnership that are addressed in a separate report titled “Partnership Development Department Progress Report.”

**THE PARTNERING PROCESS**

The partnering approach being used by the Partnership Development Department can be segmented into five general phases. Each phase is designed to assure alignment with TCDSB Multi-Year Strategic Plan and foster student achievement. Staff appreciate the unique characteristics of each partnership and accounts for this in the flexibility of the partnering process.

**Phase 1: Establish Partnership Goals**

Staff articulate partnership goals to get a clear understanding of the challenges and how the partnership opportunity will link to TCDSB Multi-Year Strategic Plan and foster student achievement and well-being. Staff have identified categories of interest that include:

- teaching and learning
- research collaboration
- institution and program-building
- applied and development work
- enhancing community connections
- faculty and staff development

**Phase 2: Partnership Exploration**

Identify and start a dialogue with all relevant partners and review resources before moving into a more formal evaluation process

**Phase 3: In-Depth Evaluation**
Staff working in collaboration with other TCDSB departments, enter into a more formal evaluation process (due diligence). Since due diligence is such a critical part of the partnering process, serious attention is given to the topic before getting involved with any organization or individual. Planning is essential, as it may take some time to gather appropriate information, consult subject matter, analyze the information, etc. before consideration can be given to working or cooperating with any organization or individual.

**Phase 4 – Collaboration and Building**

In this phase, staff builds a working relationship with other TCDSB departments and partners, through agreeing on the goals, objectives and core principles that will underpin the partnership. Also in this stage, a deal structure is established and formalized with a partnering agreement that will produce success. As a contingency, it is prudent in this phase to agree on an appropriate conclusion (termination) to the partnership.

**Phase 5 – Maintenance**

Staff working in collaboration with other TCDSB departments and partners, implement the joint initiative and monitor, evaluate and review the partnership to ensure longer-term commitment and continuity. A key element in this phase is to sustain and embed the partnership by communicating with all stakeholders (promote) with the goal to ensure a growing productive relationship to maximize the chances of success.

**PERFORMANCE AND FUNCTIONING OF THE DEPARTMENT**

Since staff were directed to provide insights into the performance and functioning of the Partnership Development Department, it is prudent to provide information in terms of the mandate, expanded role and scope and functional areas of the department.

**Mandate**

Currently, the mandate of the department is:

1. to actively seek-out partnerships in the public and private sector that will be economically advantageous to our Board (September 2003)

2. “the management of business opportunities presented by external organizations to the TCDSB, and is to be the point of contact for external for-profit organizations that want to present business opportunities to the TCDSB (October 2006)

The intent of part two of the department’s mandate (October 2006) is to ensure that “the central management of companies that present opportunities to the Board” and “how business partnership initiatives/decision-making is executed,” are handled by the Partnership Development Department.
At the Corporate Affairs, Strategic Planning and Property Committee meeting held on December 6, 2012, the Board confirmed its desire that the Partnership Development Department “becoming a clearing house” for all partnership opportunities presented to the TCDSB.

**Functional Areas of the Partnership Development Department**

The original mandate of the department was to seek-out business partnerships (September 2003); however, over the past 10 years, the functional areas of the Partnership Development Department have expanded and now include:

1) Support for Schools (added 2005)  
2) Central Management of Partnerships (added October 2006)  
3) Access to Schools (added 2006)  
4) Facility Partnerships (added May 2010)  
5) Grants (added May 2012)  
6) Donations (added August 2010)  
7) Sponsorships (added August 2010)  
8) Advertising (added August 2010)  
9) Employee Purchase Plans (added September 2011)

**Goals**

The goals developed by the Partnership Development Department specify how the department will help TCDSB achieve its goals are to:

- increase the number of partnerships by 10% in the 2013 - 2014 school year
- increase long-term value (cash) for TCDSB from suppliers, vendors and relationships by 10% in the 2013 - 2014 school year
- develop and coordinate an informal platform with two program departments to share and collaborate on educational partnership opportunities in the 2013 - 2014 school year
- enroll and complete three professional development facilitated learning opportunities (formal coursework, conferences, seminars, workshops, webinars, etc.) in the 2013 - 2014 school year

**PRESENT CAPABILITIES & POTENTIAL PERFORMANCE**

The following information compares the present capabilities and potential performance of the department.

**Business Development**

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<thead>
<tr>
<th>Present Capabilities</th>
<th>Potential Performance</th>
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<tbody>
<tr>
<td>Since businesses are profit-driven, business opportunities to generate revenue (cash) are limited</td>
<td>First and central point of contact for business development initiatives and opportunities and</td>
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</table>
Business development initiatives may also be handled by other departments (duplication of efforts)  
External organizations contact program departments that relate to the proposed product(s)/service(s) which makes it difficult to determine if opportunities are missed  
Time spent on operational areas, limits staff capacity to search out new revenue-generating opportunities

“become a clearing house” for all business opportunities presented to the TCDSB  
Senior staff to support clarification of roles and responsibilities (“who does what”)  
Creation of online platforms to reduce operational tasks, so that staff can focus on more strategic and analytical activities

### Educational Partnerships

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<tr>
<th>Present Capabilities</th>
<th>Potential Performance</th>
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<tbody>
<tr>
<td>Educational partnerships are handled by program department and staff in alignment with the appropriate academic subject area</td>
<td>Partnership Development Department acts as the lead in collaboration with program departments in the development of educational partnerships and “become a clearing house” for all partnership opportunities presented to the TCDSB</td>
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<tr>
<td>Time spent on core program areas, limits program staff capacity to proactively pursue educational partnerships</td>
<td>Senior staff support to ensure Partnership Development Department acts as the lead in collaboration with program departments in the development of educational partnerships</td>
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<td>Partnership Development Department develops and coordinates informal platforms with individual program departments to share and collaborate on educational partnership opportunities</td>
<td>Formalize cross-departmental meetings to ensure identification of program needs</td>
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<td>Partnership Development Department is increasingly involved in and lends its business expertise to develop educational partnerships</td>
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### Grants

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<tr>
<td>A grant registry of 63 grant opportunities (Grant$4You) based on initial research has been developed</td>
<td>Senior staff support to ensure schools understand that the department is the “go-to place” for grant application support</td>
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<td>Notification of grant opportunities through Grant$4You and individual emails to principals, vice-principals and CSAC/CPIC Chairs</td>
<td>Expansion of the new online grant platform (Grant$4You) to track application status; manage meeting coordination; send automatic notifications; complete surveys that identify school needs/priorities; etc.</td>
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<td>Other departments are also sending grants opportunities to schools (duplication of efforts)</td>
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Information regarding programming/needs is accumulated by having individual conversations with schools.

Time spent in administration of grant application process limits staff capacity to search-out new grant opportunities.

Volume of requests for grant support is increasing.

### Support for Schools

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<th>Present Capabilities</th>
<th>Potential Performance</th>
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<tr>
<td>Staff attend meetings with principals and other school staff and CSAC regarding local initiatives</td>
<td>Development of online platforms that may assist and support schools in their review of requests by external organizations that approach the school with local proposals</td>
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<td>Staff attend school community meetings to provide information to parents</td>
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<td>Increasing volume of requests from schools to review local proposals they received from external organizations</td>
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### METRICS AND ACCOUNTABILITY

Metrics and accountability will be on-going based on impact measures related to, but not exclusive to, incremental revenues (cash, grant dollars, in-kind and discounts) generated and educational partnerships established.

In addition, any enhancements to the department will be evaluated against its support of the goals outlined in TCDSB Multi-Year Strategic Plan. This will be further measured by participation rates and engagement of schools and community groups.

### CONCLUDING STATEMENT

This report is for the consideration of the Board.