



COLLABORATION POLICY STATEMENT

"Collaboration is a means to an end, not an end in itself and, as such, it is a strategy the purpose of which must be designed and evaluated in terms of the University's strategic plan, specifically, its primary goals and objectives. Unless a collaborative agreement is focussed on the achievement of one or more of this University's goals and objectives, and there are identifiable benefits in terms of those goals and objectives, it should not be entered into.

In general terms, a collaborative agreement would seek to:

- *build on the **strengths** and/or ameliorate the **weaknesses** of the institutions concerned; and*
- *take advantage of **opportunities** and/or overcome **constraints** in the environments facing those institutions.*

In order to achieve the maximum benefit from collaboration, it should be expected that

- *There should be a high degree of commonality/complementarity of purpose, shared values, and cordial relations, between collaborative partners.*
- *There should be mutual benefits to the participating institutions outweighing any costs that are involved; however, there should be a willingness to commit resources in order to secure identified benefits.*
- *The benefits should be discernible, through systematic and periodic evaluation, in terms of enhancing the quality, effectiveness and efficiency of the institutions concerned (or parts thereof), both in terms of institutional processes and outcomes.*
- *Collaboration with competitors should enhance the competitiveness of both the institutions in their operating environments; in other words, collaboration should not be seen only as an alternative to competition.*
- *Collaboration should be focussed on **activities** where there are comparative strategic advantages and so need not be exclusive with any one institution.*
- *Collaborative activities will mostly be at the operational level (Faculty, department, service centre), though they might form part of an 'umbrella' institutional agreement, and should be encouraged and facilitated by a supportive University policy."*

(Updated: 24 November 1999)