



**Ontario  
Education Sector  
Collaboration Networking Symposium**



**What We Heard**  
Symposium Summary Report

**March 2019**



“ Collaboration is the fuel of any business, whether it is between employees, partners or customers. It is a driving force for continued efficiency among everyday tasks and a necessity for improving the outcomes of many business activities. ”

**Brian Honigman,**  
**The Unexpected Value of Business Collaboration**

## Table of Contents

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04	Executive Summary
06	Introduction
08	Section 1: Pre-Symposium Sector Survey – What We Heard
15	Section 2: Symposium Networking & Collaboration Discussions – What We Heard
24	Section 3: Post-Symposium Sector Survey – What We Heard
28	Section 4: Next Steps & Future Directions
31	Appendix A: Symposium Agenda
32	Appendix B: List of Participating Organizations
33	Appendix C: Pre-Symposium Sector Survey - Full Results
96	Appendix D: Pre-Symposium Sector Survey - Results Overview
98	Appendix E: Post Symposium Sector Survey - Full Results
124	Appendix F: Symposium Acknowledgements

## Executive Summary

Over two days in late-February 2019, the Ontario Education Collaborative Marketplace (OECM) hosted the “Ontario Education Sector Collaboration Networking Symposium” at Blue Mountain Inn, Collingwood, bringing together a cross-section of senior leaders from over 90 of the province’s 116 Educational Institutions, for the first time in the history of the province.

As a trusted collaborative sourcing partner for Ontario’s education sector, broader public sector and other not-for-profit organizations, OECM is committed to facilitating collaboration amongst and between all our partners, with the goal of assisting them in increasing efficiencies and leveraging and directing resources to better support student achievement. The organization and facilitation of this Symposium was seen as a giant step towards achieving this goal.

The Symposium was intended to provide a forum for senior leaders, including CEO’s, CIO’s, CFO’s and other senior representatives from Finance & Administration, Facilities, Information Technology and Purchasing to network and discuss opportunities for partnerships and pathways to collaboration. It was also established as a way to identify issues and trends that may be impacting current and future opportunities for collaboration amongst and between the province’s school boards, colleges and universities.

The outcomes of the Symposium are intended to help senior leaders in education to identify priority areas and potential strategies to facilitate future collaborative planning and decision-making opportunities, and to help OECM identify ways in which they, as an organization, can help support the needs of their customers, Ontario’s education sector.

Over 160 key decision makers from Ontario’s education sector, including 2 keynote speakers, 14 discussion session co-facilitators and 5 “Collaboration Champion” panelists participated in the two-day Symposium. A pre-Symposium survey, administered in the weeks leading up to the event, aimed to gather feedback specific to the overarching theme of “leveraging the power of collaboration amongst and between school boards, colleges and universities” from senior leaders from across Ontario’s educational institutions who would be in attendance at the event. Responses to this survey helped to shape and facilitate Networking & Collaborations discussion sessions at the Symposium, where the following five sub-themes were explored further:

1. *Current Levels of Collaboration & Future Opportunities*
2. *Barriers to Collaboration & Solutions to Overcome*
3. *Quantifying the “Value” generated from Collaboration*
4. *Models for Sharing in the Success of Collaboration*
5. *Provincial Mandates/Directives re: Collaboration*

Survey results suggested that while collaboration is a priority for many organizations in the education sector, time was seen as the major barrier to cross-sector collaboration and partnerships.

The bulk of the Symposium was therefore dedicated to the facilitation of cross-sector Networking & Collaboration sessions, led by an independent moderator. These sessions uncovered a number of priority areas for consideration, as well as future

directions to support opportunities for collaboration amongst and between Ontario's educational institutions. These include:

- Opportunities to increase the amount and success of collaboration and the potential focus of sector leadership:
  - Increase awareness, share information, communicate successes and proactively look for more collaborative opportunities
  - Demonstrate/communicate the ROI
  - Develop and coordinate plans involving all education sectors and OECM
  - Recognize and reward collaborative behaviour
  - Identify and support collaborative "champions"
  - Set organizational and sector-wide collaborative priorities, targets and measures
  - Measure and Report on both successes and failures
- Opportunities for greater co-operation between leaders and government to review and discuss the requirements for, and implications of, more collaboration in the sector considering the potential ROI on collaborative initiatives.
- Potential opportunities for the best use of OECM's surplus funds:
  - Providing rebates and more networking opportunities
  - Supporting collaboration "champions" in building relationships, as well as compensating organizations for the secondment of these "champions"
  - Creating opportunities to support increased student success and achievement as a result of more collaboration
  - Performing cost saving analyses for smaller boards to demonstrate the potential ROI
  - Conducting "road shows" to share information on collaboration; potentially leverage "champions" in regions
- Opportunities for OECM to promote and support collaboration by focusing on the senior leadership in organizations through a "top down" approach, becoming the "unifying voice" for collaboration across government and exploring potential collaborative relationships with other procurement-focused organizations.

## Introduction

On February 21 and 22, 2019, the Ontario Education Collaborative Marketplace (OECM), Ontario's trusted collaborative sourcing partner for the education sector, broader public sector and other not-for-profit organizations, hosted the inaugural "Ontario Education Sector Collaboration Networking Symposium." A first for the province's education sector, the Symposium offered a unique opportunity for senior leaders, from and associated with Ontario's 116 educational institutions – school boards, colleges & universities – to meet face-to-face, share ideas and discuss opportunities for collaboration with each other and amongst the three sectors.

### Purpose of the Report

This Report provides an overview of the Symposium proceedings and a summary of findings, including key themes, current initiatives and future considerations that were discussed during the sessions and gathered from Symposium evaluation results. The Report is intended to inform stakeholders in the education sector throughout the province. It is also intended to serve as a building block to facilitate stronger partnerships and new initiatives that are required to address current concerns and support the development of collaborative partnerships that will benefit Ontario's education sector. Partnerships that will unlock opportunities that support and translate into greater student excellence.

### Background and Symposium Overview

The Symposium was a sole initiative of OECM, funded through savings generated from collaborative sourcing initiatives supported in 2018 and endorsed by OECM's Board of Directors. OECM is a trusted, not-for-profit collaborative sourcing partner for Ontario's education sector, as well as the broader public sector and other not-for-profit organizations. Its mission is to generate savings to support excellence in education by unlocking the potential of collaborative strategic sourcing. More information about OECM, its mandate, corporate governance principles and ongoing sourcing projects can be found at [www.oecm.ca](http://www.oecm.ca).

There is immense potential for collaboration amongst and between Ontario's school boards, colleges and universities. OECM envisioned the Symposium as an opportunity to bring together senior leaders and decision-makers in the education sector, in the same room for the first time, to help foster innovation and open the doors to collaboration. Through its Marketplace and customer-centric service delivery model, OECM offers a wide range of collaboratively-sourced and competitively-priced products and services, made available to our customers in the public sector, through collaborative partnerships with over 100 suppliers. These offerings provide opportunities for Ontario's education sector to minimize costs, and generate savings and efficiencies. OECM's procurement process is rigorous, open, fair and transparent, and is compliant with the Broader Public Sector (BPS) Procurement Directive and the trade agreements.

The Symposium was intended to provide an opportunity for information sharing about trends, issues and initiatives for collaboration and specifically explored the following five themes, as it relates to the education sector:

1. *Current Levels of Collaboration & Future Opportunities*
2. *Barriers to Collaboration & Solutions to Overcome*
3. *Quantifying the "Value" generated from Collaboration*
4. *Models for Sharing in the Success of Collaboration*
5. *Provincial Mandates/Directives re: Collaboration*

Prior to the Symposium, registered attendees were asked to participate in a comprehensive online survey that aimed to gather feedback specific to the overarching theme as well as the five sub-themes. Responses to this survey were instrumental in shaping the Networking & Collaboration discussion sessions that took place during the event. Details of the pre-Symposium responses and key learnings are included within this Report.

### Structure of the Symposium

The Ontario Education Sector Collaboration Networking Symposium was held over a two-day period, during which delegates participated in sector leadership meetings, collaborative networking sessions and discussions focused specifically on the theme of “leveraging the power of collaboration amongst and between Ontario’s school boards, colleges and universities.”

In addition to providing an open forum for education leaders from across the province to network and explore known and unknown challenges, barriers, solutions and opportunities for advancing collaboration amongst and between each other, this event offered all a chance to gain a new and different perspective on the notion of collaboration.

Two esteemed Keynote Speakers – Canadian astronaut and aquanaut, Dr. Dave Williams, and Ontario’s Auditor General, Bonnie Lysyk – shared their unique viewpoints on the success that can come from collaboration, giving Symposium participants the fuel needed to collectively move forward in the discovery of new opportunities for advancing collaboration amongst and between education sectors.

A two-part Networking & Collaboration session, led by Ian C. Smith, vice president with StrategyCorp (a Toronto-based public affairs, communications and management consultancy), as well as case study presentations given by ‘Collaboration Champions’ panelists Rani Dhaliwal, Steve Camacho, Rupa Gill, Dino Miele and Tania Massa, resulted in copious opportunity for open dialogue, discussions and Q&A amongst attendees. Panelist presentation topics and subject areas for further discussion included:

- The Value of Collaboration
- A Case Study on Effective Collaboration: The SIS Story
- Collaboration and the Success of Innovate Niagara
- Ontario Centres of Excellence Approach to Collaboration

The Symposium structure helped lay the groundwork for the gathering of new learnings that will be instrumental in determining the viability of and future success of collaborative partnerships within the education sector.

Appendix A outlines the Symposium Agenda, including details about Keynote Speakers and Collaboration Champion Panelists.

### Participants

Over 130 participants, including CEO’s, CIO’s, CFO’s and other senior representatives from Finance & Administration, Facilities, Information Technology and Purchasing attended and participated in the Symposium. They represented 90 of Ontario’s 116 educational institutions – school boards, colleges and universities. A complete list of participating organizations is included in Appendix B.

## Symposium Evaluation

In the weeks following the Symposium, participants were invited to complete an online evaluation. Fifty nine people responded to questions about the quality and structure of the Symposium event and their experiences.

## Organization and Scope of this Report

The remainder of this Report includes a summary of the pre-Symposium evaluation results, an overview of common themes, issues and initiatives identified and discussed during the Symposium, a summary of the post-Symposium evaluation results and suggestions for future directions. The Report is not intended to provide a detailed account of the Symposium proceedings or summary of all presentations given during the sessions. All presentations are available via Whova, the official Symposium networking app. To access the event on Whova, please sign-up with the email you registered with and enter use the event code "ESCNS19".



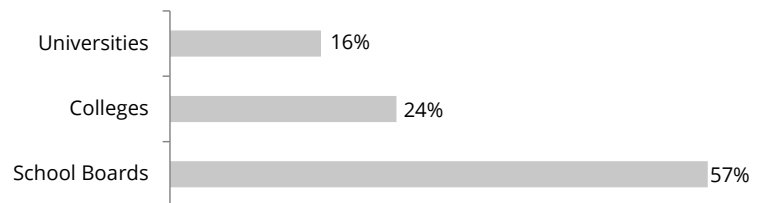
## Section 1: Pre-Symposium Sector Survey

The pre-Symposium Sector Survey aimed to identify current perceptions and practice, as well as general information about the effectiveness, value and success of collaboration within the education sector. Over 100 respondents from Ontario's school boards, colleges and universities provided input against the following five themes – these responses were analyzed and then explored further during the Symposium's Networking and Collaboration Discussions, led by an external facilitator from StrategyCorp, Ian C. Smith.

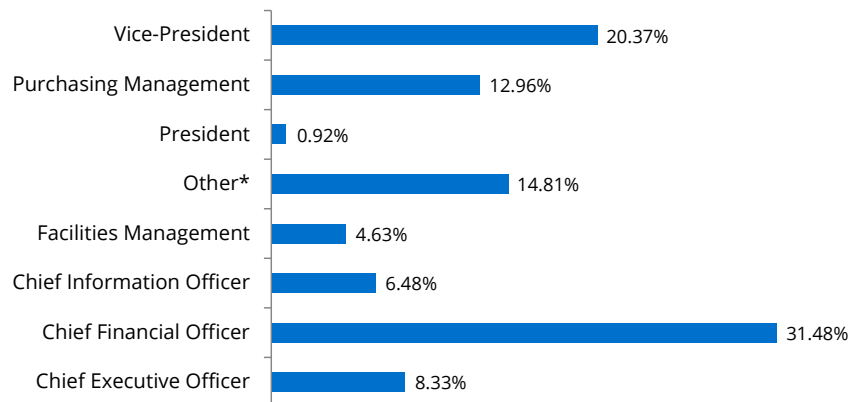
### Respondent Overview

Survey respondents, proportionate to the make-up of the sector, included a variety of senior representation from each of the three education sectors.

#### Responses by Sector



#### Responses by Position



\*Other includes: IT Manager, Directors, Superintendent, Controllers, Exec Director for CODE, Policy Analyst

## Theme 1: Current Levels of Collaboration & Future Opportunities

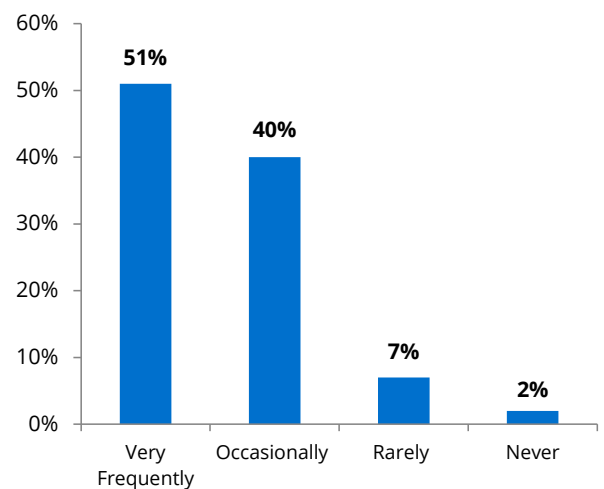
Overall, Ontario's education sector claims to be highly engaged in collaborations, however, the majority (**86%** of respondents) say they mostly **collaborate with other institutions within the same sector**. Although frequency of collaboration (the number of collaborative projects underway) varies depending on the sector, 51% of all respondents typically have 5 or more projects underway, but within their own sector. All sectors (SCU\*) agreed on the importance of collaboration with a variety of partners, groups and business areas across sectors.

**61%** of respondents **collaborate with their own education sector organizations outside of their geographical area but within the province**. Colleges (83%) are also more likely than School Boards (55%) or Universities (50%) to also collaborate with cross-sector educational institutions.

Across all sectors, collaboration frequency is low (1-2 projects underway) with organizations in other education sectors and outside of the education sector, however willingness to collaborate on projects is high with **48%** of respondents **always open to collaborations** and **42% very interested**, subject to capacity.

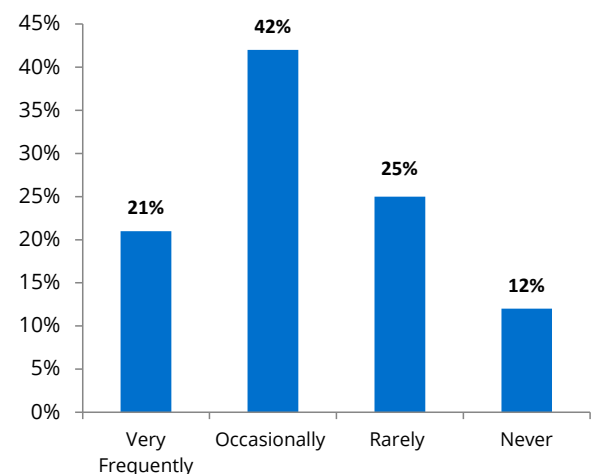
### Frequency of collaboration within the same education sector

Very frequently: > 5 projects underway  
Occasionally: 1-2 projects underway  
Rarely: <1 project underway



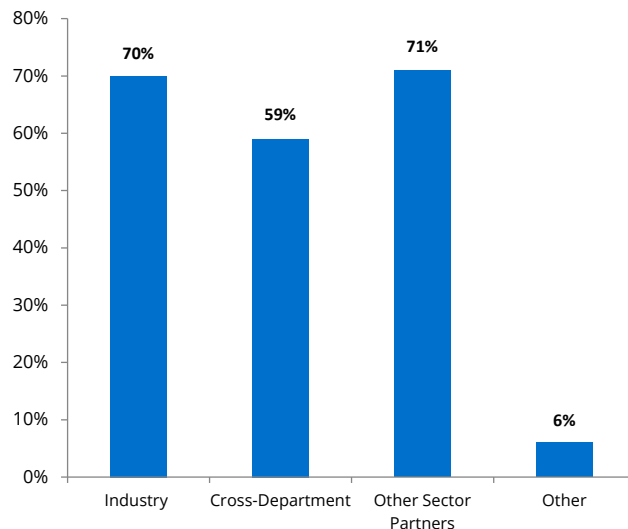
### Frequency of collaboration with other education sectors

Very frequently: > 5 projects underway  
Occasionally: 1-2 projects underway  
Rarely: <1 project underway



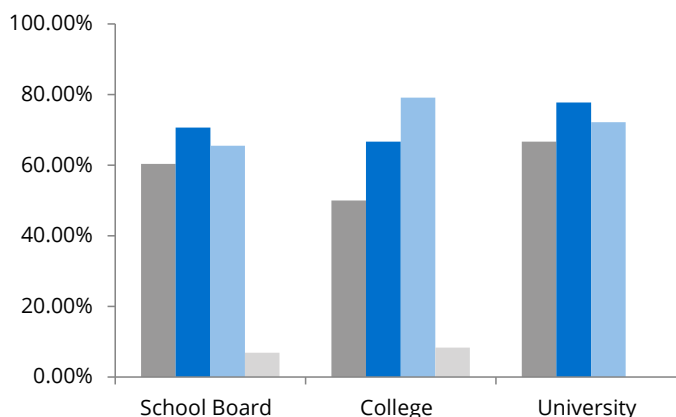
**Over 70%** of respondents consider **collaborating with other sectors and industry departments (I.T., Facilities, etc.) most important**, with all sectors considering I.T., Technology and Innovation the strongest area of opportunity for future collaborations.

**Important groups/areas for future collaboration opportunities**



**Important groups/areas for future collaboration opportunities, interest as indicated by sector**

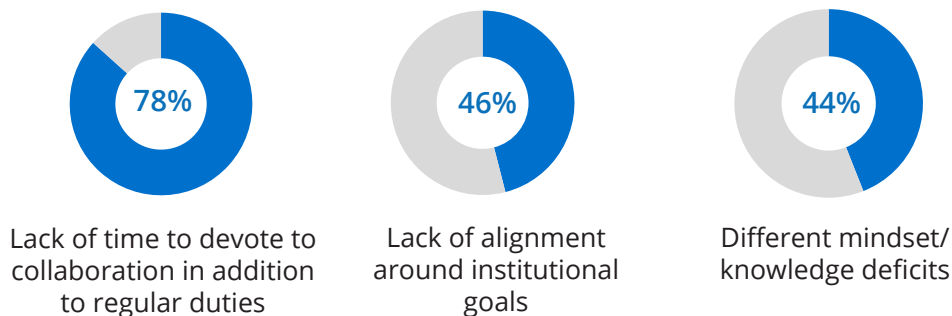
- Cross-departments
- Other sector partners
- Industry (Information Technology Organizations, Facilities Management, Organizations, etc.)
- Other



## Theme 2: Barriers to Collaboration & Solutions to Overcome

The **#1 barrier** to collaboration across all sectors is **time**. Other barriers frequently cited include lack of resources, competition between institutions (particularly with colleges and universities), lack of funding and lack of easy access to information regarding collaboration opportunities.

### Barriers identified by respondents



## Top Barriers to Collaboration

	1 <sup>st</sup> Barrier	2 <sup>nd</sup> Barrier	3 <sup>rd</sup> Barrier
Lack of time to devote to collaboration in addition to regular duties	32.97%	18.60%	14.47%
Not a strategic priority for my institution	10.99%	2.33%	7.89%
Different mindsets/knowledge deficits	7.69%	17.44%	7.89%
Lack of government support	7.69%	4.65%	6.58%
Difficulty making appropriate connections with other institutions	7.69%	3.49%	2.63%
Lack of alignment around goals	6.59%	15.12%	18.42%
Competition between institutions	6.59%	5.81%	11.84%
Lack a culture of collaboration at my institution	5.49%	2.33%	1.32%
Little or no incentive/reward for individuals leading collaboration	4.40%	4.65%	5.26%
Lack of trust/transparency amongst and between institutions	4.40%	5.81%	2.63%
Information hoarding/Organizational silos	2.20%	3.49%	9.21%
Physical separation	2.20%	10.47%	7.89%
Little or no recognition for excelling at collaboration	1.10%	5.81%	3.95%

The top **solutions** to overcoming barriers were identified as:

- 68%** Proven savings/value
- 63%** Easier access to collaborative opportunities
- 59%** More government support
- 52%** Incentives/rewards
- 39%** Provincial recognition

Top **methods and tools** used to **support** a culture of collaboration

- 86%** Meetings in the sector
- 72%** Information sharing sessions
- 60%** Interactive problem solving
- 34%** Communication initiatives
- 16%** Surveys to identify opportunities
- 13%** Setting collaboration goals as part of employees' Annual Performance Plan
- 8%** Career path assistance/employee incentives
- 6%** Other

### Methods and tools to support a culture of collaboration by sector



### Theme 3: Quantifying the “Value” generated from Collaboration

From the perspective of reaching business goals, the “value” generated from collaborative initiatives is mainly focused on creating efficiencies, generating cost savings and accessing new resources to increase productivity. When asked about their organization’s primary goals/objectives in considering a potential opportunity for collaboration, respondents also referenced increased student experiences/opportunities and greater flexibility in addressing student needs, as key deciding factors.

### Theme 4: Models for Sharing in the Success of Collaboration

With regards to achieving success with past collaborative initiatives, close to half (46%) of respondents from across the sector said they have only “had some success and feel it could be greatly improved.” versus 30% who say they have had a “very successful experience.”

#### Success levels for respondents for past collaborative initiatives

**46%**



**Moderate success**, with great room for improvement.

**30%**



**Very successful experience**

When it comes to sharing success internally (within the organization), a vast majority of respondents stated that they do not share their success stories enough – suggesting that there is great room for improvement in this area, overall.

**64%** of respondents say that they do **often share success externally** (with other organizations in their sector), most often by presenting success stories at organization/sector meetings and participating in conferences/networking sessions.

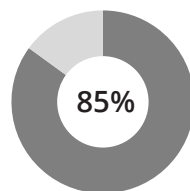
Best use of **surplus funds** generated through successful collaborations:

- 73%** Rebate funds back to the sector
- 51%** Investments in events (such as the Symposium)
- 43%** Professional development programs
- 38%** Investment in education programs
- 38%** Investment in product and available services

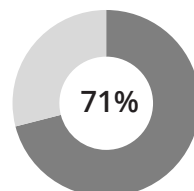
### Theme 5: Provincial Mandates/Directives re: Collaboration

Across the sectors, respondents agreed on the following as initiatives that government could implement and that their organizations would support.

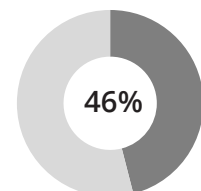
#### Initiatives that could be implemented by the government with support from education sector organizations



Funding for collaborative projects



Provision of best practices and knowledge sharing



Subsidies

When gauging the value of provincially-implemented mandates/directives, opinions ranged between a majority suggesting that **“more support and/or work is needed”** including clearer directions, defined benefits and better access to funding and some expressing a desire for **“fewer provincial regulations”** and **“greater autonomy”**.

Examples of initiatives that organizations are currently engaging in to **increase opportunities for collaborations** on their own, include:

- Using OECM agreements
- Partnering with other organizations on their own
- Networking at all levels of the organization via association memberships and other sector events
- Proactively reaching out to other organizations within the sector
- Active participation in conferences and committees meetings

#### Top 3 ways to encourage collaboration amongst and between the Ontario education sectors

**71%**

Creating a central hub for sharing and enabling cross-sector collaboration

**65%**

Streamlining the procurement process

**62%**

Clearly defining the benefits of collaboration

There is an opportunity for OECM to play a vital role in the encouragement and continued support of collaboration amongst and between school boards, colleges and universities. Respondents suggested that OECM should continue to facilitate opportunities for collaboration and connections with other sectors through collaboration/networking events like the Symposium, by facilitating the creation of a platform or central hub for information/resources that all sectors can access, by continuing to streamline procurement processes and by growing the Marketplace and adding new products and services.

	Total	Total # of responses	School Board	College	University
<b>Seed funding for collaborative projects</b>	85.88%	73	81.25%	90.91%	93.33%
<b>Provision of best practices/sharing knowledge /promoting success stories</b>	70.59%	60	77.08%	54.55%	73.33%
<b>Additional/alternate types of subsidies</b>	45.88%	39	43.75%	59.09%	33.33%
Government recognition of collaboration initiatives	38.82%	33	39.58%	40.91%	33.33%
Mandates via government directives	34.12%	29	35.42%	36.36%	26.67%
Recognition in Organizations' Annual Performance Plans	30.59%	26	29.17%	31.82%	33.33%
Recognition in Individuals' Annual Performance Plans	10.59%	9	10.42%	13.64%	6.67%
Other*	4.71%	4	0.00%	13.64%	6.67%

\*Other, as specified by respondents:

- "Inclusion in Ministry sourcing activities similar to OECM. Create a MGCS liaison within the Ministry that can communicate future tender opportunities in advance. This would assist in ensuring organizations requirements are included." (C)
- "Financial incentives. The invisible hand." (C)
- "Make sure more MGS VORs are open to BPS" (C)
- "We don't want government involvement" (U)

A complete breakdown of the Pre-Symposium Sector Survey results is included in [Appendix C](#), and a one-page overview of the full results is included in [Appendix D](#).

## Section 2: Symposium Networking & Collaboration Discussions

During Part 1 of the facilitator-led Networking & Collaboration Session, the 160+ attendees of the “Ontario Education Sector Networking Collaboration Symposium” were taken through an overview of the pre-Symposium Sector Survey results, as detailed in the previous section of this Report. Following this presentation, participants were divided into groups, along with assigned co-facilitators to lead them through plenary discussions that focused on specific questions and topics that stemmed out of the pre-Symposium survey findings.

Building out on the five sub-themes, the discussion was an opportunity for senior leaders and representatives from Ontario’s school boards, colleges and universities to dig deeper on the topic of collaboration and the five sub-themes. Additionally, groups were asked to think about and identify Critical Success Factors (CSF’s) and ways in which OECM as an organization can promote and support more collaboration across Ontario’s education sector. On Day 2, Session Facilitator, Ian C. Smith from *StrategyCorp.*, reviewed the outcomes of these discussions and followed up to obtain further details and input that would lead to conclusions and next steps.

The following is a summary of “what we heard” during group discussions, broken out by each sub-theme, with a focus on common topics, issues, current initiatives and available resources. This is followed by an overview of outcomes and ideas for consideration to support immediate and long-term collaboration opportunities amongst and between Ontario’s educational institutions.

### Theme 1: Current Levels of Collaboration & Future Opportunities

There is significant collaboration within each of the sectors and some amount of cross-sector collaboration already underway; however there is strong interest in more opportunities for collaboration across departments, with other education sectors and with industry and business.



*What are **collaboration examples** from within your sector and/or across other sectors? What has made them **successful**? Can they be used as **models** for other collaborative initiatives?*

*Where do you see the most potential for **more cross sector and/or industry collaboration**?*

Symposium participants identified a plenitude of **successful** collaborations already taking place within their sectors including: transportation contracts between school boards, shared investment management services, day-to-day banking services, storage facilities, hi-speed Wi-Fi networks and cyber security operations that are centralized.

Top examples of cross-sector collaborations, most prevalent between colleges and universities, included: the acquisition and sharing of asset management software, student mental health and sexual assault strategies and training, jointly sponsored pension plans, joint insurance plans, open dialogue with others (i.e. municipalities) regarding space and programming, shared resource centres (i.e. business enterprise centres, skills development, etc.) and community support and neighbourhood development missions.

Specific programs that were identified as possible *models* for collaborative initiatives included:

- A 2017 partnership between York University's Lassonde School of Engineering and members of the public and private sector to create learning modules built on Quanser's trademarked qdex™ app development platform, specifically designed for rich STEM content. This project leveraged modern mobile-based technology to engage high school students in subject areas they typically find challenging – aiming to increase academic success and inspire the students to continue their education in STEM subjects. The content was created with the help of student developers with key curriculum inputs from teachers at York Region's St. Robert's School in Markham. It was funded by the Ontario Centres of Excellence (OCE) Advancing Education program which aimed at connecting Ontario's public education system with companies to test and demonstrate innovative products and technology.
- Assessment-for-Learning projects led by Vretta Inc., an EdTech leader transforming student excellence in mathematics, in partnership with Humber College and the Luxembourg Ministry of Education. Of particular note, the Ontario Colleges Math Test (OCMT), was developed by Vretta in collaboration with all 24 colleges and 72 school boards in Ontario, and led by Humber College. In 2018, the project won the Gold Award at the international 2018 Brandon Hall Excellence Awards for the Best Advance in Competencies and Skill Development for successfully raising the level of numeracy for students in secondary and post-secondary institutions across Canada.
- Canadian Universities Reciprocal Insurance Exchange (CURIE), a reciprocal insurance exchange created specifically for large and small universities across Canada. CURIE offers comprehensive insurance products at rates 20% to 45% lower than industry, high-value risk management programs, plus access to essential knowledge sharing among the CURIE community of staff and members. Symposium participants pointed to this and similar offerings now available to colleges and school boards across Canada.

Technology, including cyber security, general I.T., software licensing, Cloud services, broadband and connectivity, was consistently identified as an area with high potential for *future cross-sector and industry collaboration*. Other areas include:

- Enterprise Resource Planning (ERP) Systems
- Legal Services
- Recruitment of International Students
- Health benefits – staff and students (and increase for mental health supports)

## **Theme 2: Barriers to Collaboration & Solutions to Overcome**

Pre-Symposium survey findings identified the top barrier to collaboration as “lack of time to devote to collaboration in addition to regular duties”. Other top barriers included “different mindset/knowledge deficits”, “lack of alignment around goals” and “competition between institutions”. The top three solutions were ranked quite evenly – “proven savings and value”; “greater/easier access to collaborative opportunities” and “more government support and encouragement”.



### Questions for further discussion

*Do you see other **barriers** to collaboration in the education sector? What would be your top 3?*

*Do you see other potential **solutions** to address the identified barriers? What would be your top 3?*

Deep-dive discussions uncovered a number of additional **barriers** to collaboration, including:

- the lack of integration with strategic plans or not enough planning for collaboration,
- the lack of incentives – both cross-functional within and across organizations,
- the lack of communication platforms and no central repository of needs leading to low awareness/access to existing collaboration initiatives,
- targets not set to motivate collaborative behaviour, not having a senior “champion” or leadership buy-in,
- competing versus leveraging individual strengths,
- a pervading perception of “uniqueness” when it comes to organizational needs; not understanding the differences and similarities between and across sectors
- loss of support/economic activity in the local community (e.g. legal, audit, student placement),
- a lack of understanding around the ‘value add’ (i.e. what’s in it for me), and
- the lack of existing relationships or opportunities to build and foster new relationships.

**Solutions** corresponded to barriers using straight-forward approaches, including:

- the identification of incentives and value-adds; in particular showing that the value proposition is about more than just money,
- more opportunities to showcase success and share knowledge across sectors,
- the implementation of ‘Tiger Teams’ – collaboration ‘champions’ and senior leaders who help teams to integrate, pair people and organizations to facilitate awareness and access to collaborative opportunities and information,
- the use of collaboration tools and time-management tools,
- setting targets to motivate behaviour and incentivize integration into strategic plans; for example, through funding that is only provided for collaborative projects,
- the creation of forums and hubs for building relationships and networks, and
- the implementation of professional development opportunities to help bridge knowledge gaps.

### Theme 3: Quantifying the “Value” of Collaboration

In pre-Symposium survey responses, “creating efficiencies”, “access to cost savings”, “access to new resources”, “increased flexibility” and the “opportunity to acquire new knowledge” were identified as the top 5 business goals to be achieved from collaboration.



### Questions for further discussion

*Would these be the top 5 **business goals** for your organization? If not, why not and what would be your top 5 goals?*

*Considering the amount of collaboration underway in your sector today, and in light of the business goals identified above, is there additional **value** to be derived from **more collaboration**? If yes, what would this be?*

In addition to the aforementioned, participants consistently identified “attracting and retaining qualified staff”, “achieving student success”, “access to partnerships and learning resources”, “breaking down of competitive barriers” and “reduced risk” as top business goals.

Organizations need to be empowered to be part of a larger consortium, to achieve economies of scale and as a result, have greater impact. However, it’s not only about cost savings. While financial stability is an obvious goal, educational institutions must also consider what can be done with those savings and how they can create the capacity to do more. Consider what expectations are placed on different institutions and where opportunities for innovation might exist. For many, it’s about speed and being agile when it comes to acquisition or being able to respond to and act upon collaborative opportunities. Utilizing external expertise, particularly through an organization such as OECM, was identified as a way to pinpoint and quickly act upon future collaborative initiatives. Ultimately, cross-sector collaboration should focus on supporting students’ educational journey, on student success and on achieving academic excellence.

There is immense additional value that comes from more collaboration, beyond the business goals identified. Collaboration and partnerships provide more power in the marketplace (e.g. with vendors), can produce business continuity across sectors with common purpose, create deeper understanding of other systems which can drive unanticipated collaborations (i.e. policy, apprenticeship, dual credits), and can help overcome biases between sectors. All agreed that practicing collaboration can move organizational culture in positive ways.

#### Theme 4: Models for Sharing in the Success of Collaboration

One in three education sector organizations feel they have been very successful with collaboration and view it as a corporate strength. Many organizations stated they don’t share successes in collaboration within their organization enough and there’s room for improvement in sharing with others.



#### Questions for further discussion

*Based on your experience and in light of the survey feedback, how would you increase the **amount and success of collaboration** within your organization and/or across the sector?*

*How can **sector leaders, individually and collectively, further support collaboration, within your sector and across sectors?** How can this support be clearly demonstrated?*

More cross-sector collaboration can be created via strategic, planned meetings across sectors. Organizations have the opportunity to step up and involve larger, more critical areas. Other suggestions for increasing the **amount and success of collaboration** include sharing best practices, using touchpoints to discover common needs, and using data/metrics and benchmarking to promote and influence collaboration.

Incentives were once again identified as a key factor in promoting a culture of collaboration and continuous improvement across organizations and institutions. Collaboration must be established as an organizational priority with performance recognized and rewarded. It was suggested that ‘amount of collaboration’ become part of a standard performance appraisal.

**Sector leaders** need to be models, showing their teams how to work together. As well, they must be able to recognize mistakes and not be afraid of failure – using a ‘how can we learn for next time’ attitude and approach.

There is an opportunity here for OECM to lead by instilling trust and helping to establish the right relationships – helping organizations to make the right connections, educating them on products and services, bringing key stakeholders together and recognizing, documenting and marketing successes to **further support collaboration**.

### Theme 5: Provincial Mandates/Directives re: Collaboration

The top ranked initiative for government to further facilitate/ encourage/ incentivize opportunities for collaboration was “seed funding for collaborative projects” followed closely by “provision of best practices/sharing knowledge/promoting success stories” and “subsidies”.

The top ranked suggestion to make it easier for educational organizations to collaborate was “creation of central hub for sharing/enabling cross-sector collaboration opportunities” followed closely by “streamlined procurement processes” and “clearly defined/quantified benefits of collaboration”.



#### Questions for further discussion

*In light of the above, what would you propose to government to encourage/incentivize more collaboration? How would you convince government to move forward with any proposals?*

Participants felt strongly that government should make commitments that extend beyond the one-year budget cycle, developing longer term plans (i.e. 10-year plans to match sector initiatives). Closer collaboration with the sector is necessary for government to better understand the requirements and implications of collaborative projects.

Funding is always a priority. Government should provide seed money for collaborative projects and reduce “red tape” as it relates to promoting/enabling collaboration internally or across sectors.

Additional government-led proposals might include:

- Financial resources for the promotion of success stories in central bank (i.e. local, regional, provincial initiatives)
- Opportunities for dialogue regarding organizational needs as well as relevant directives, policy etc. that would address challenges to the collaborative model
- Creation of a central hub for knowledge and opportunity sharing
- Availability of sector specific support persons (i.e. project managers for regions)

**Government could be convinced** to move forward with proposals if the sector is able to demonstrate additional value generated by the system (i.e., more capital available as a result of increased efficiencies); demonstrate ROI and successful collaboration projects; promote successful collaboration initiatives and show a targeted approach that is focused on government priorities with demonstrable results that support the “job creation/ be more efficient” political agenda.

## Overall Conclusions

Session facilitator, StrategyCorp's Ian C. Smith, as part of his post-event evaluation and review of "what was heard" at the Symposium, provided the following overall conclusions.

- There are several critical success factors in promoting and enabling more collaboration:
  - Define and promote a sector-wide vision for collaboration supported by visible and committed leadership
  - Make collaboration both an organizational and a sector-wide priority
  - Provide more time to enable an individual and organizational focus on collaboration
  - Build relationships predicated on trust and an understanding of the potential value of greater collaboration
  - Provide access to, and share information on, collaboration initiatives – examples, both successes and failures, and data
  - Set targets for, and then measure and Report on, collaborative initiatives
  - Create more awareness through ongoing communications, targeting key stakeholders
  - Market and promote collaborative initiatives, with a specific focus on successful initiatives
  - Build a framework and process for collaboration that can be shared across the education sector
  
- There are several examples of collaborative behaviour today that are multi-organizational and multi-sectoral, and which involve all education sectors, communities and businesses (e.g., SPARK in Niagara Region – building bridges between education, community and business; Humber College and University of Guelph – collaborative programming).
  
- It was felt that there is the potential for more collaboration in programs, technology, support services and facilities while building more partnerships with suppliers and vendors.
  
- Several potential barriers to collaboration were identified:
  - The lack of:
    - Leadership buy-in and support
    - Time to focus on collaboration given other demands
    - Commitment, priority and/or incentives to encourage collaboration
  - Availability of and access to information including existing and/or proposed collaboration initiatives
  - Inadequate communications
  - Perceptions of uniqueness
  - Concerns about the impact on the economy of local communities
  - Fear of job loss

Potential solutions will need to address all these potential barriers with the focus and emphasis depending on the specific circumstances surrounding the proposed collaborative initiative.

There was general agreement on the business goals driving collaboration – efficiencies and cost savings; accessing new resources; increasing flexibility; and acquiring knowledge. Additional goals were seen to include supporting student success; creating

more capacity and opportunities for future collaboration and achieving economies of scale that will enable greater market impact while reducing business risk.

- It was suggested that additional value would be derived if more collaboration focused on standardization in technology systems, procurement and data; sharing information; working together on “wicked problems”; and by building and managing relationships.
- There were several suggestions on how to increase the amount and success of collaboration and the potential focus of sector leadership:
  - Increase awareness, share information, communicate successes and proactively look for more collaborative opportunities
  - Demonstrate/communicate the ROI
  - Develop and coordinate plans involving all education sectors and OECM
  - Recognize and reward collaborative behaviour
  - Identify and support collaborative “champions”
  - Set organizational and sector-wide collaborative priorities, targets and measures
  - Measure and Report on both successes and failures
- It was suggested that the sector work closely with government to review and discuss the requirements for, and implications of, more collaboration in the sector considering the potential ROI on collaborative initiatives. It was also suggested that seed funding from government would encourage more collaborative initiatives.
  - There were several options identified for the potential use of OECM’s surplus funds including:
    - Providing rebates and more networking opportunities
    - Supporting collaboration “champions” in building relationships, as well as compensating organizations for the secondment of these “champions”
    - Creating opportunities to discuss increasing student success as a result of more collaboration
    - Performing cost saving analyses for smaller boards to demonstrate the potential ROI
    - Conducting “road shows” to share information on collaboration; potentially leverage “champions” in regions
- It was also suggested OECM could do more to promote and support collaboration by focusing on the senior leadership in organizations through a “top down” approach, becoming the “unifying voice” for collaboration across government and exploring potential collaborative relationships with other procurement-focused organizations.

# NETWORKING and COLLABORATION

THIS IS HISTORY in the making - THE FIRST EVER!



# COLLABORATION CHAMPIONS



Think Link

inked by Disa Kauk!

# An OUT OF THIS WORLD PERSPECTIVE on COLLABORATION



**THE POWER of INTERNATIONAL COLLABORATION!**



COLLABORATING FOR THE "GREATER GOOD"

EMBRACE IDEAS

TRUST

**EDUCATION**

- START THINKING OF THE ART OF THE POSSIBLE!

REMOVE the "IM" from IMPOSSIBLE

**COLLABORATION**

IT'S ABOUT THE CAPACITY TO INFLUENCE OTHERS

UNFORSEEN OUTCOMES from these COLLABORATIONS

IT STARTS FROM WITHIN the ORGANIZATION

**CULTURE**

IT ALL STARTS WITH YOUR CULTURE WITHIN... HOW DO YOU EMPOWER PEOPLE?



TOGETHER, they had to FIGURE OUT a SOLUTION!

They had to INVENT THE SOLUTION!

A TIGER TEAM OF EXPERTS!

**AGILITY & INNOVATION**

COLLABORATE TO LEARN BUT YOU HAVE TO KNOW HOW

CREATING VALUE BY SEEKING & SHARING IDEAS!



PA ratio PRODUCTIVITY ACTIVITY!

learn to CHOOSE WISELY



**STRONG LEADERSHIP** IS REQUIRED TO BE SUCCESSFUL

HOW YOU PROCURE HOW YOU SPEND

LEAD WITH INTEGRITY

COMPETITION IS A GOOD THING HELPS YOU TO DO YOUR BEST

IT'S ABOUT WORKING TOGETHER TO SPREAD IDEAS & BEST PRACTICES!



inked by Liisa Sorsa.

# AN AUDITOR'S PERSPECTIVE on COLLABORATION

**AUDITOR GENERAL OF ONTARIO BONNIE LYSYK**

**WHAT WE DO FOR ONTARIO**

- ✓ EFFICIENCY
- ✓ EFFECTIVENESS
- ✓ ECONOMY

**ASSIST & MAKE RECOMMENDATIONS** for the PROVINCE OF ONTARIO



Implementation Rates / recommendations - we're looking to raise these higher

THE OFFICE OF THE ENVIRONMENT COMMISSION WILL BE INTEGRATED into the OAGO

WE HAVE an EDUCATION & TRAINING PORTFOLIO



**Value-for-Money AUDITS**

- o Niagara Peninsula Conservation Authority
- o Health Quality Ontario
- o Inter-provincial & International Health Services
- o MRI & CT
- o Legal Aid - we believe people in Ontario are not being helped!
- o Health of IT Systems in School Boards
- o Metroline: railway & planning
- o Waterfront Toronto
- o Darlington Nuclear Services

**OPPORTUNITIES FOR IMPROVEMENT**

- GRANTS NEEDED TO ALIGN WITH STUDENT NEEDS!
- BETTER OVERSIGHT & COMMUNICATION NEEDED
- FOCUS ON TEACHER PERFORMANCE APPRAISALS
- UPDATING FUNDING FORMULA

## EDUCATION SECTOR COLLABORATION

BRINGING ONTARIO'S COLLEGES, UNIVERSITIES and SCHOOL BOARDS TOGETHER!



## COLLABORATION ENSURING THAT WE HAVE EVERYONE WORKING TOGETHER ACROSS ALL AREAS

**SCHOOL BOARDS IT SYSTEMS & TECHNOLOGY in the CLASSROOM**

**LEGAL AID** need collaboration between Ministry of Children and Community Services, Legal Aid & Social Benefits Tribunal

**MRI & CT SERVICES** - collaborate on a central database

**PUBLIC HEALTH & CHRONIC DISEASE** - need more access to the schools - more collaboration to reduce duplication of efforts

**REAL ESTATE SERVICES** - collaborate between Infrastructure Ontario & their properties

**CLIMATE CHANGE** - coordinate Ministries on CLIMATE CHANGE



**ELECTRONIC HEALTH RECORDS** - e-health, community health, hospitals & physicians need to connect!

**HEALTH QUALITY ONTARIO**

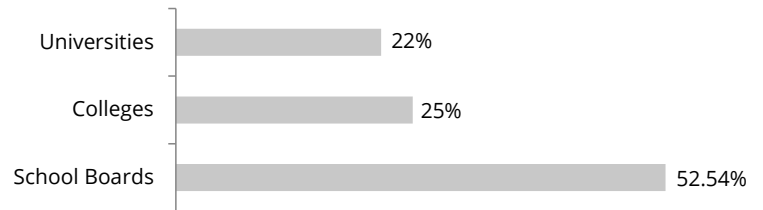
**LAB SERVICES ONTARIO** - SHARING INFO / LAB & MINISTRY

Think Link

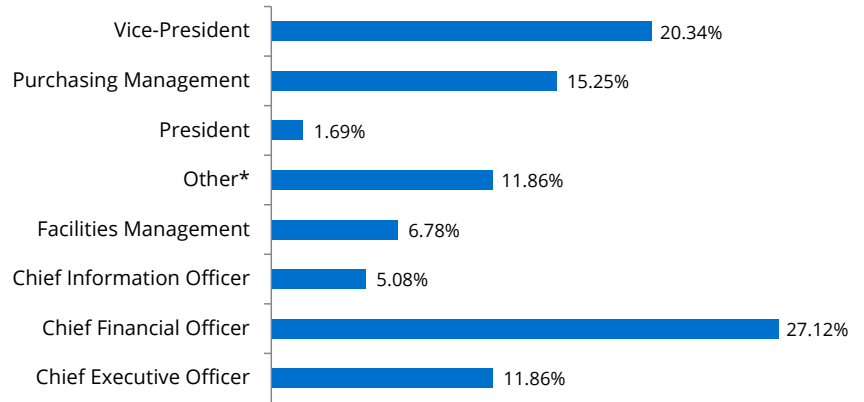
## Section 3: Post-Symposium Sector Survey

In the two weeks following the first-ever “Ontario Education Sector Collaboration Networking Symposium”, attendees were invited to participate in a post-event evaluation. Approximately 60 people responded to the survey (a third of attendees). As shown in the below figure, the distribution of respondents by sector and position/role within organization is representative of those who participated in the pre-Symposium survey and those who attended the Symposium.

Responses by Sector

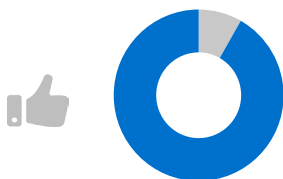


Responses by Position

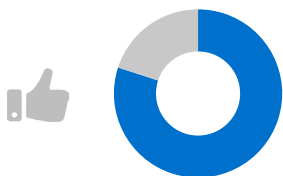


*\*Other includes: IT Manager, Directors, Superintendent, Controllers, Exec Director for CODE, Policy Analyst*

The online survey included a number of questions related to participants’ experience and the overall quality of the event. The results were overwhelmingly positive.



**91%** of respondents agreed or strongly agreed that the Symposium met their expectations as an opportunity for collaboration and networking with others in the education sector.



**80-90%** of attendees agreed that the ‘location/venue’ (Blue Mountain Resort), ‘event format’, ‘catering’ and ‘education sector association meetings’ met and/or exceeded expectations.



On a highly positive note, **close to 80%** of respondents felt that the ‘event organization and management’ (i.e. registration process, communications, response rates, etc.) exceeded their expectations.

'Accommodations', while not unsatisfactory, were identified as an **area for improvement**, mainly because room locations were spread out across the Resort while Symposium activity took place in one central place at the Blue Mountain Inn.



*I though the event was very well organized and executed. Excellent opportunity to listen and learn about collaboration opportunities and network with others from the College and School Board sector.*

-- Respondent, post-Symposium Survey

*The organization of the Symposium was amazing. The symposium created a very unique forum for facilitating dialogue with colleagues from within and outside of the School Board world...*

-- Respondent, post-Symposium Survey



The Networking & Collaboration Discussion Sessions and Keynote Speakers were most impactful, with over 90 per cent of respondents rating these highly with regards to their quality and relevancy to the overall program. Keynote speaker Dr. Dave Williams made a particularly strong impact with attendees. Over 96 per cent of respondents said that they were very satisfied with his presentation and contribution at the Symposium, particularly with his availability to mix and mingle and answer delegates' questions.



*Dr. Williams stood out for me. Excellent. Bonnie's presentation was also very interesting. Lots of engagement during collaboration sessions. Well done overall!!*

-- Respondent, post-Symposium Survey

*The topics were all very good. Opening speaker Dr. Dave was excellent!! Enjoyed making new connections and meeting colleagues from School Boards.*

-- Respondent, post-Symposium Survey



Of the five themes that were reviewed, and based on outcomes of the discussions and actionable next steps, attendees rated:

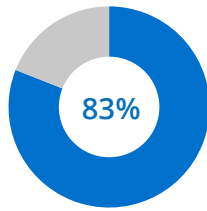
### **MOST RELEVANT**

to organization's  
current needs

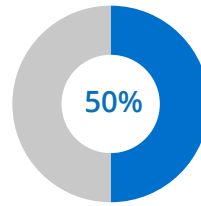
Theme 1: Current Levels of Collaboration & Future Opportunities

Theme 2: Barriers to Collaboration and Solutions to Overcome

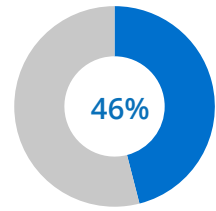
## Areas of interest for future participation



Collaborating on procurement initiatives



Sharing collaborative success stories via other channels (presenting at an OECM-led event, participating in knowledge sharing sessions)



An exploratory project in collaboration with OECM (such as The Deep Dive)



*Excellent Conference!! Enjoyed the Whova App and looking forward to seeing how you top this next year!!"*

-- Respondent, post-Symposium Survey

Respondents were also given an opportunity to make recommendations for improvement and suggestions for future events. While a vast majority felt that the event was well organized, appreciated the value of the pre-Symposium survey and sharing of documents via the event app and enjoyed the opportunities to share and gather input from peers across the sector, constructive advice for future events was also provided. In particular:

- Organize one-on-one opportunities between organizations to enable more concrete outcomes
- Include a government attendee/speaker who can discuss expectations and mandates or targets for collaboration
- Add project specific discussions, like a roundtable opportunity where attendees can take part in projects of interest
- Include more details on what OECM is working on, future initiatives and opportunities where OECM can assist

## Additional Attendee Feedback



*Thank you for the invitation, so very well organized and a great opportunity to enhance the collaborative spark amongst all sectors."*

– Steve Klimczuk, Chief Technology Officer, District School Board of Niagara



*I wanted to thank you for putting on such a great meeting last week. With hind-sight, I suspect a University/College combination may have been initially more compatible than the School board inclusion, but it was terrifically ambitious and absolutely beneficial. I also wanted to follow-up to determine what would be involved to have OECM do an audit of GBC procurement practices, to see if we might yield some savings ....would welcome a deeper dive and an outside view."*

**- Karen Thomson, Vice-President, Corporate Services, George Brown College**



*Thanks to OECM for an excellent conference. The speakers were insightful, and I learned a lot from the facilitated discussions and the informal networking."*

**- John Hoicka, Senior Research and Policy Advisor, Colleges Ontario**



*Thank you for the invitation to the symposium, we found it very interesting and were able to do some valuable networking with other institutions."*

**- Tim Schill, Senior Director, Facilities Management and Capital Development, Conestoga College Institute of Technology and Advanced Learning**

A complete breakdown of the Pre-Symposium Sector Survey results is included in [Appendix E](#).

## Section 4: Next Steps and Future Directions

As an inaugural event and the first-ever opportunity for senior leaders and decision-makers from Ontario's education sector to come together with the common goal of identifying opportunities for collaboration amongst and between their organizations and institutions, the Symposium was highly successful.

It was a catalyst for thoughtful discussion, debate and deep-dive evaluation of the role to be played by those within the education sector, their organizations and institutions, OECM and external factions (i.e. government and broader public sector) in facilitating and supporting greater collaboration.

Ian C. Smith, in his post-Symposium evaluation, provided the following notes on advice for next steps.

### Advice for Next Steps: Planning

- Develop a vision for collaboration in the education sector and use it to build a commitment by sector organizations to more collaboration
- Share knowledge and information on collaboration
- Prepare a project plan/charter for collaboration projects
- Bring all potential collaborators together to discuss a collaboration initiative. Objective is inclusivity. Discuss:
  - Target outcomes – collectively and individually
  - Implications
  - Strategies
  - Approach to incorporate new players over time
- Develop metrics

### Advice for Next Steps: Implementation

- Clearly define roles and responsibilities in collaboration
- Identify champions along with the support network
- Build on/leverage the strength and resources of the team and available funding to create synergy
- Educate senior leaders re. generational differences on the understanding of the use and application of technology
- Communications:
  - Identify/Report wins during the process to sustain support
  - Communicate to all stakeholders

Additionally, considering the robust feedback received through pre- and post-Symposium surveys and during the Symposium, OECM has determined the following as areas for follow-up and consideration in our role as a supporter of collaborative partnerships and champion of future opportunities for sector collaboration.

### Future Considerations for OECM

- Develop a plan for the use of surplus funds including opportunities to seed collaborative projects, fund research initiatives and data-driven 'deep dives', support innovative procurement models, sponsor professional development, leadership education/training on collaboration competencies and other sessions
- Support the implementation of cross-sector strategic planning meetings with agenda's focused on sharing knowledge, success stories and proactively identifying common needs across sectors to drive seed funding
- Share 3-, 5- and 10-year procurement plans between individual organizations and OECM; facilitate a process for identification of collaboration opportunities based on 'needs'
- Lead/implement a "Collaboration Champion" initiative – identify cross-sector leaders/ champions and facilitate ongoing activity to support culture of collaboration amongst education sector
- Host/sponsor more opportunities to encourage networking and collaboration amongst sector leaders; including an annual Symposium
- Provide counsel towards the development of an incentive or rebate program; how to formalize collaboration within organizations, creation of metrics and benchmarking framework

# APPENDICES

## Appendix A: Symposium Agenda

### WEDNESDAY, FEBRUARY 20, 2019

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4:00 PM - 10:00 PM	Hotel Check-In and Symposium Registration
8:00 PM - 11:00 PM	Welcome, Networking & Hospitality Reception

### THURSDAY, FEBRUARY 21, 2019

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7:30 AM - 11:30 AM	Symposium Registration
7:30 AM - 8:30 AM	Breakfast
8:30 AM - 11:30 AM	Education Sector Association Meetings
11:30 AM - 12:45 PM	Lunch
12:45 PM - 1:00 PM	Symposium Kick-Off
1:00 PM - 2:00 PM	<b>Keynote:</b> Dr. Dave Williams <b><i>"An Out of this World Perspective on Collaboration"</i></b>
2:00 PM - 2:15 PM	Break
2:15 PM - 4:45 PM	<b>Networking and Collaboration: Part 1</b> This session will review the following themes: <ol style="list-style-type: none"> <li>1. <i>Current Levels of Collaboration &amp; Future Opportunities</i></li> <li>2. <i>Barriers to Collaboration &amp; Solutions to Overcome</i></li> <li>3. <i>Quantifying the "Value" Generated from Collaboration</i></li> <li>4. <i>Models for Sharing in the Success of Collaboration</i></li> <li>5. <i>Provincial Mandates/Directives re: Collaboration</i></li> </ol>
5:00 PM - 7:00 PM	Free Time
7:00 PM - 9:00 PM	Dinner
9:00 PM - 11:00 PM	Networking and Hospitality Reception

### FRIDAY, FEBRUARY 22, 2019

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7:30 AM - 8:30 AM	Breakfast
8:30 AM - 9:30 AM	<b>Keynote:</b> Bonnie Lysyk, Auditor General of Ontario <b><i>"An Auditor's Perspective on Collaboration"</i></b>
9:30 AM - 9:40 AM	Break
9:40 AM - 11:30 AM	<b>Collaboration Champions   Panel Discussion</b>
11:30 AM - 11:45 AM	Break
11:45 AM - 12:45 PM	<b>Networking and Collaboration: Part 2</b> This session will review the: <i>Results, Outcomes, and Next Steps from Part 1</i>
12:45 PM - 1:00 PM	Symposium Closing
1:00 PM - 2:00 PM	Lunch
2:00 PM - 5:00 PM	Education Sector Association Meetings

## Appendix B: List of Participating Organizations

### School Boards

Avon Maitland DSB  
Bluewater DSB  
Catholic DSB of Eastern Ontario  
Conseil des écoles publiques de l'Est de l'Ontario  
Conseil scolaire catholique de district des  
Grandes Rivières  
Conseil scolaire catholique du Nouvel-Ontario  
Conseil scolaire catholique Franco-Nord  
Conseil scolaire catholique MonAvenir  
Conseil scolaire de district catholique de l'est  
Ontarien  
Conseil scolaire public du Nord-Est de l'Ontario  
DSB of Niagara  
DSB Ontario North East  
Dufferin-Peel Catholic DSB  
Durham Catholic DSB  
Hastings and Prince Edward DSB  
Huron-Perth Catholic DSB  
Huron-Superior Catholic DSB  
Kawartha Pine Ridge DSB  
Lambton Kent DSB  
Limestone DSB  
Near North DSB  
Nipissing-Parry Sound Catholic DSB  
Ottawa Catholic DSB  
Peel DSB  
Peterborough, Victoria, Northumberland  
and Clarington Catholic DSB  
Renfrew County Catholic DSB  
Simcoe County DSB  
Simcoe Muskoka Catholic DSB  
Thames Valley DSB  
Thunder Bay Catholic DSB  
Toronto Catholic DSB  
Toronto DSB  
Trillium Lakelands DSB  
Waterloo Catholic DSB  
Waterloo Region DSB  
Wellington Catholic DSB  
York Catholic DSB  
York Region DSB

### Colleges

Algonquin College  
Cambrian College  
Centennial College  
Collège Boréal  
Conestoga College  
Durham College  
Fanshawe College  
George Brown College  
Georgian College  
Humber College  
Lambton College  
Loyalist College  
Mohawk College  
Niagara College  
Northern College  
Seneca College  
Sheridan College  
Sir Sandford Fleming College  
St Lawrence College

### Universities

Carleton University  
Lakehead University  
Laurentian University  
Queen's University  
Ryerson University  
Trent University  
University of Guelph  
University of Ottawa  
University of Toronto  
University of Windsor  
Western University  
York University

### Other Institutions/Associations

CO (Colleges Ontario)  
CODE (Council of Ontario Directors of Education)  
COU (Council of Ontario Universities)  
FRANCO Achat  
Ministry of Education  
Ministry of Training, Colleges, Universities  
OAPPA  
OASBO-SCMC  
Office of the Auditor General of Ontario  
Ontario Centres of Excellence  
Ontario Education Services Corporation  
OUCCIO

**Appendix C:**  
Pre-Symposium Sector Survey -  
Full Results

# Pre-Symposium Sector Survey Findings Report

Prepared by OECM  
February 8, 2019



Savings | Choice | Service

# Summary - Response Rate

- Survey period: January 21 – February 1
- Total response: 108 (70%)\*
  - School Boards 56,5% (61)
  - Colleges (24%) 26
  - Universities (16%) 21
- Responses by Positions

• Chief Financial Officer	31.48% - 34
• Vice President	20.37% - 22
• Other* (please specify)	14.81% - 16
• Procurement/Purchasing Management	12.96% - 14
• Chief Executive Officer	8.33% - 9
• Chief Information Officer	6.48% - 7
• Facilities Management	4.63% - 5
• President	1

*Other include: IT Manager, Directors, Superintendent, Controllers, Exec Director for CODE, Policy Analyst*

*\* 108 Started the survey and 85 fully completed the survey*



Savings  
Choice  
Service

# Theme 1 (Q3 – Q11)

## Current Levels of Collaboration & Future Opportunities



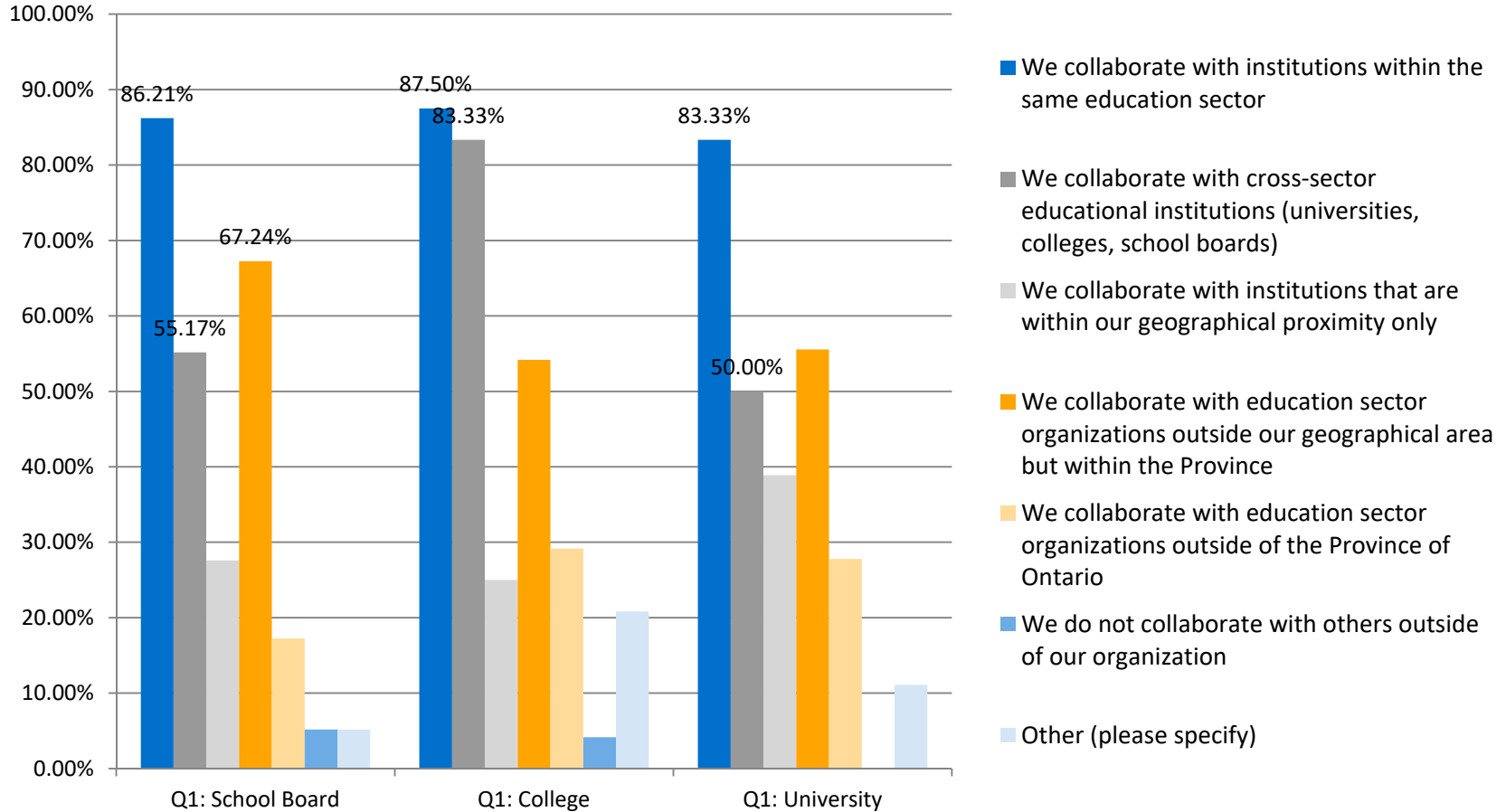
Savings  
Choice  
Service

## Q3 Typically, what types of collaboration does your organization engage in? (Check all that apply)

	Total	Total (#)	School Boards	Colleges	Universities
We collaborate <b>with institutions within the same education sector</b>	86.00%	86	86.21%	87.50%	83.33%
We collaborate with education sector organizations <b>outside our geographical area but within the Province</b>	62.00%	62	67.24%	54.17%	55.56%
We collaborate <b>with cross-sector educational institutions</b> (universities, colleges, school boards)	61.00%	61	55.17%	83.33%	50.00%
We collaborate with institutions that are within our geographical proximity only	29.00%	29	27.59%	25.00%	38.89%
We collaborate with education sector organizations outside of the Province of Ontario	22.00%	22	17.24%	29.17%	27.78%
Other (please specify)	10.00%	10			
We do not collaborate with others outside of our organization	4.00%	4	5.17%	4.17%	0.00%



# Q3 Typically, what types of collaboration does your organization engage in? (Check all that apply)



### Q3 Typically, what types of collaboration does your organization engage in? (Other)

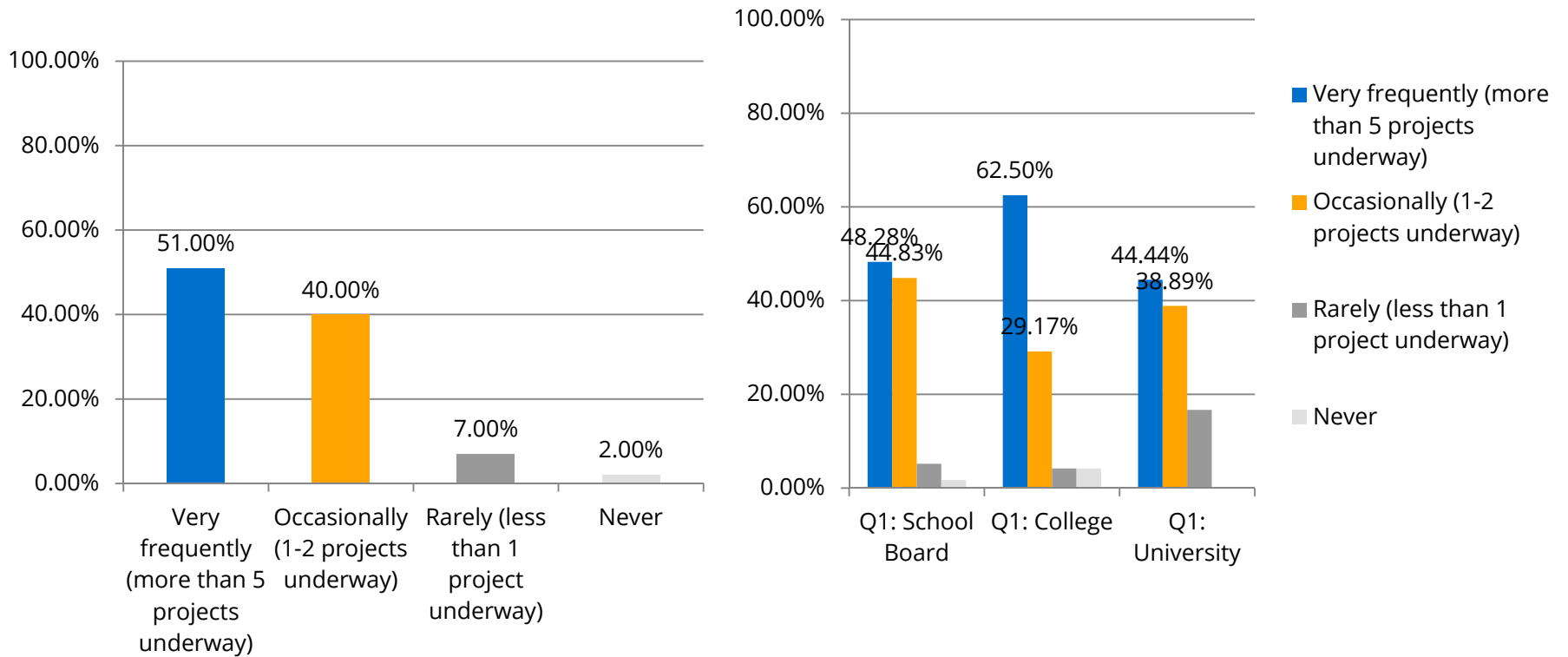
School Boards	Municipalities
	Collaborate with regional municipality
	We collaborate with Municipalities and Hospitals within our geographic jurisdiction.

College	We collaborate with other private companies
	We collaborate with organizations around the world
	Also collaborate with OECS and MGS
	We collaborate with institutions that are within our geographical proximity.
	Local hospitals

University	Also government tailgate opportunities
	We collaborate with other area public sector organizations, municipalities mainly.

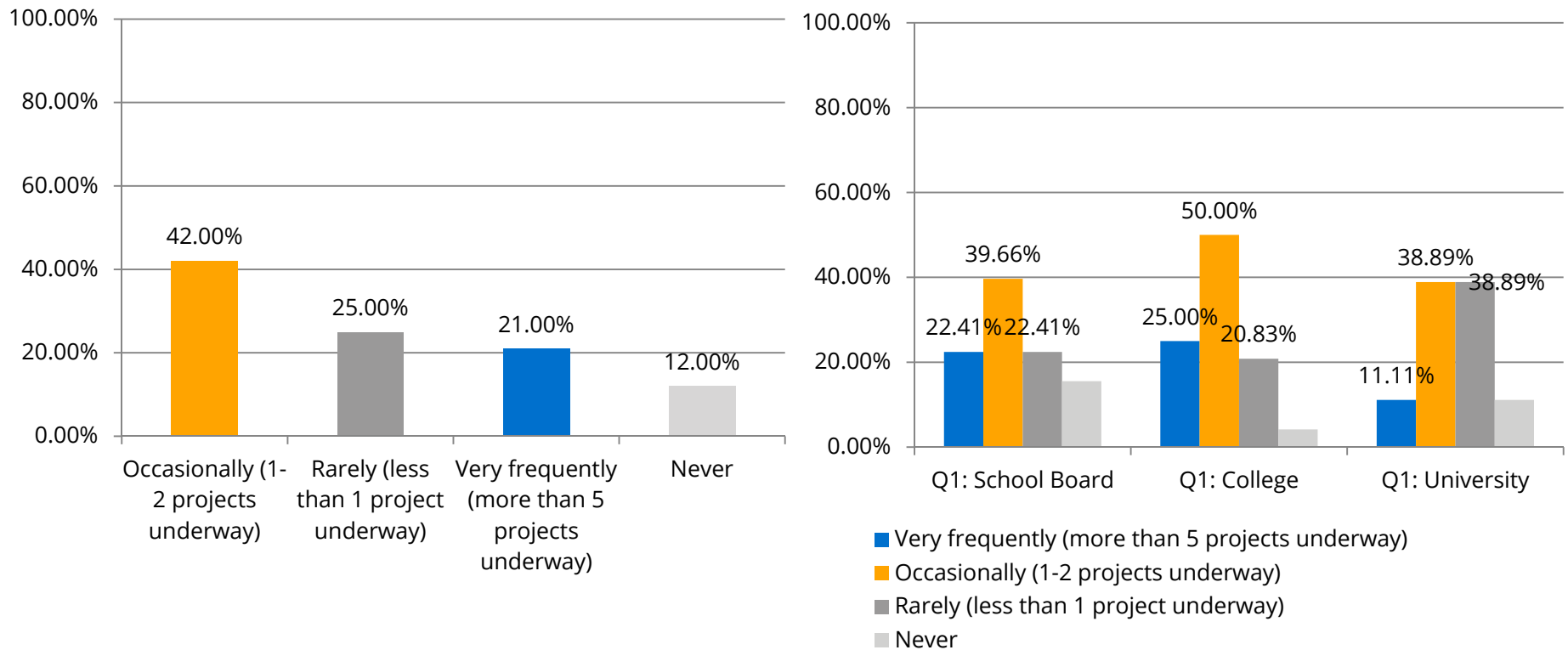


# Q4 How frequently does your organization participate in collaborative initiatives, projects or activities with other organizations in your own education sector?



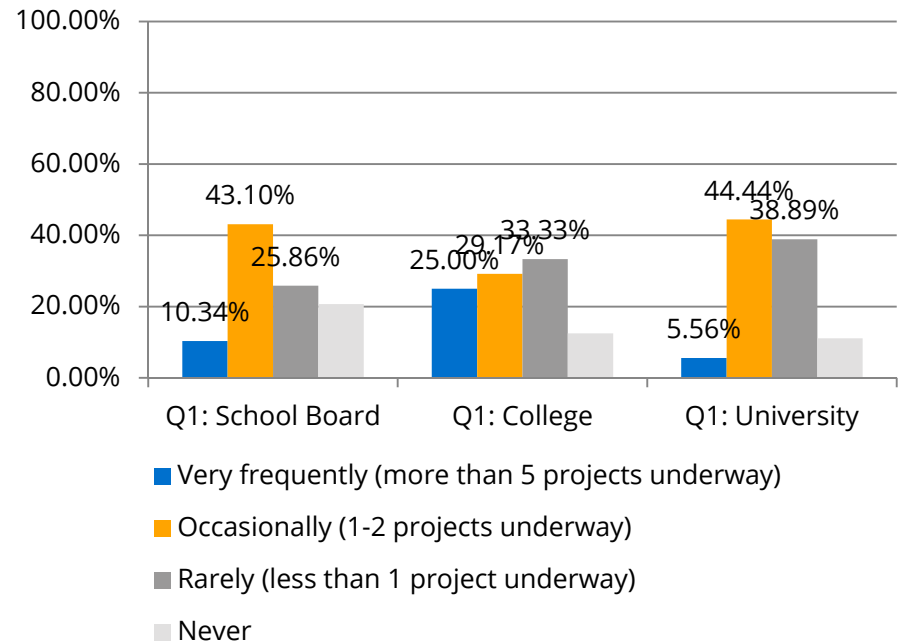
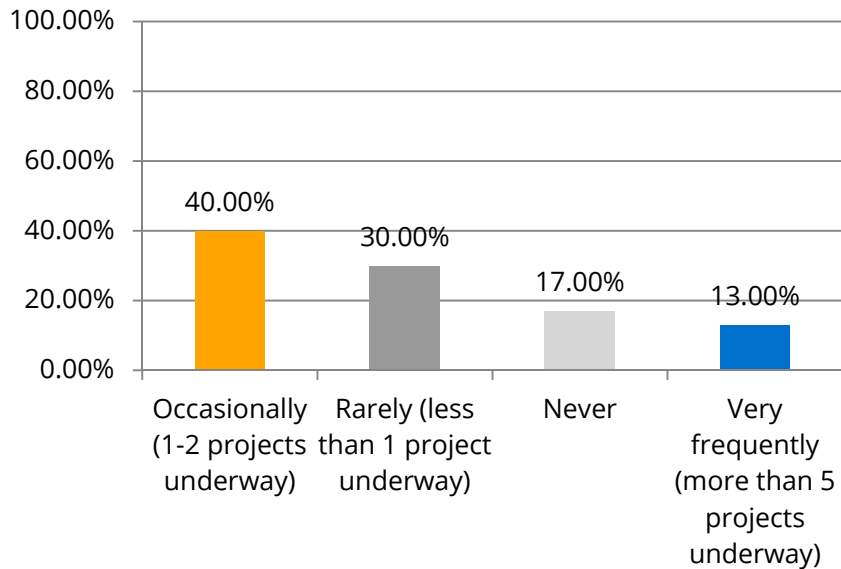
Savings  
Choice  
Service

# Q5 How frequently does your organization participate in collaborative initiatives, projects or activities with other organizations in other education sectors?



Savings  
Choice  
Service

# Q6 How frequently does your organization participate in collaborative initiatives, projects or activities with other organizations in other sectors?



Savings  
Choice  
Service

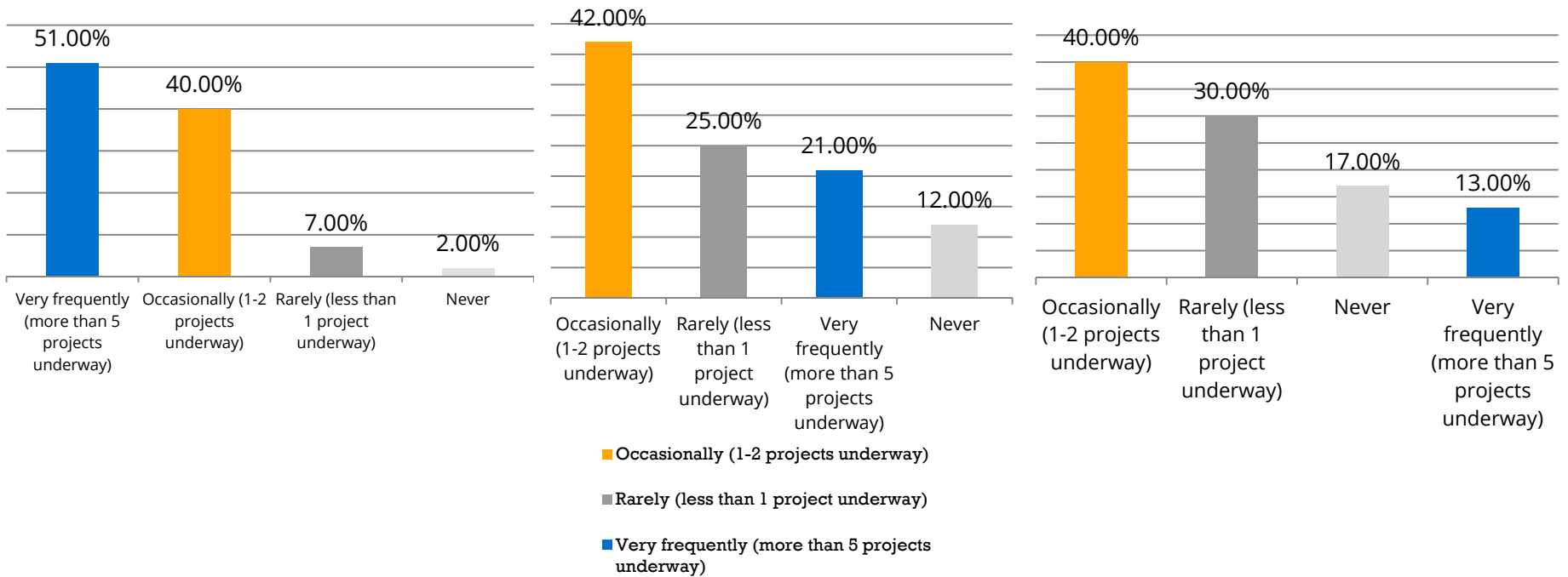
# Q4 –Q6 – Trends

How frequently does your organization participate in collaborative initiatives, projects or activities:

-Q4 with other organizations in your own education sector?

- Q5 with other organizations in other education sectors

- Q6 with other organizations in other sectors?



Savings  
Choice  
Service

**Q7 If applicable, what organizations/institutions do you collaborate with most often and why do you engage with them?**

School Boards	Colleges	Universities
<ul style="list-style-type: none"> <li>• Municipalities</li> <li>• Health care institutions</li> <li>• Police</li> <li>• Other School Boards</li> <li>• Francophone School Boards</li> <li>• Associations like OECS, CSBSA, OASBO, CODE,</li> <li>• Regional Coops</li> <li>• MGS</li> </ul>	<ul style="list-style-type: none"> <li>• Government ( Ministries)</li> <li>• Municipalities</li> <li>• Universities/School Boards on academic matters</li> <li>• Associations (OECS, OCAS, ORION)</li> </ul>	<ul style="list-style-type: none"> <li>• Government (Ministries)</li> <li>• Research Finding Institutions</li> <li>• School Boards, Colleges, Universities</li> <li>• Municipalities</li> <li>• Reg. Coops</li> </ul>

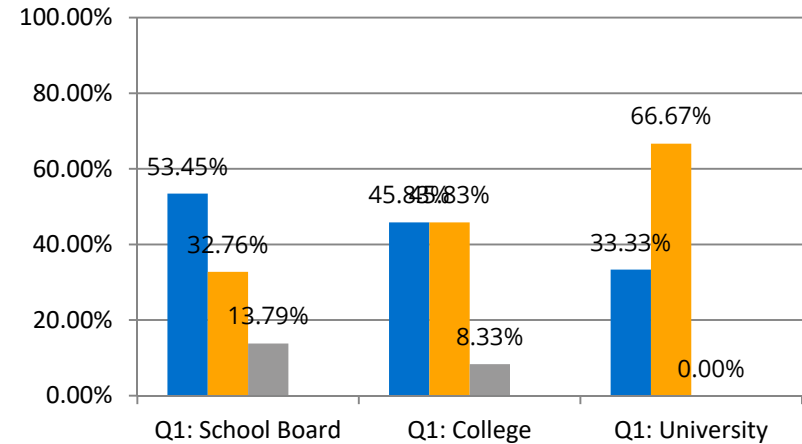
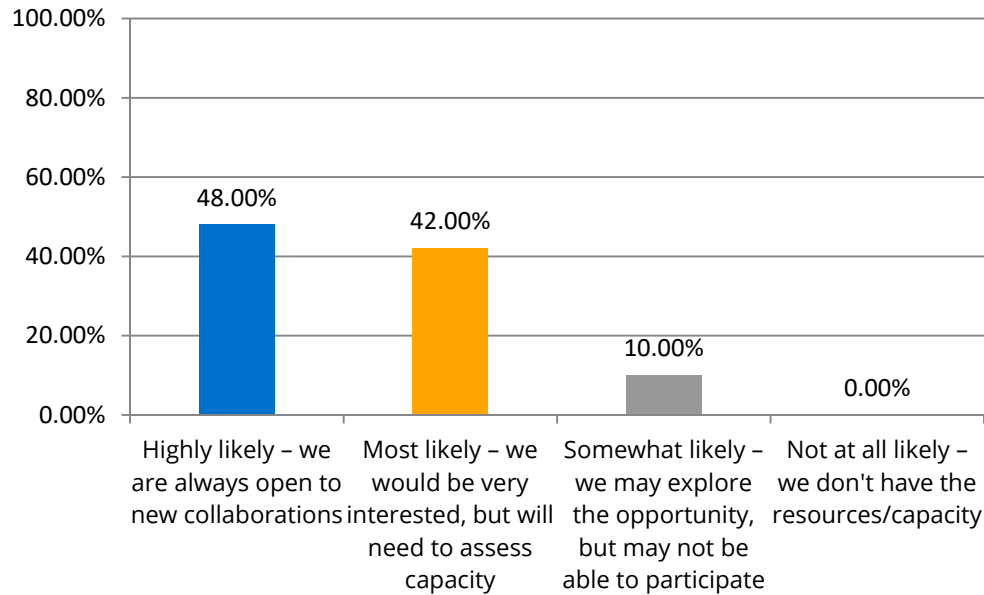
**Why we engage (common themes) ?**

- Opportunity to work more effectively
- Increase value for money, streamline processes
- Shared goals of maximizing public dollars for goods and services
- Build collective knowledge to projects; to reduce costs; to facilitate common practices
- Solve similar problems



Savings  
Choice  
Service

# Q8 If presented with a viable opportunity in the next six months, how likely are you to participate in a collaborative project or activity **with other organizations** in any of the education sectors?

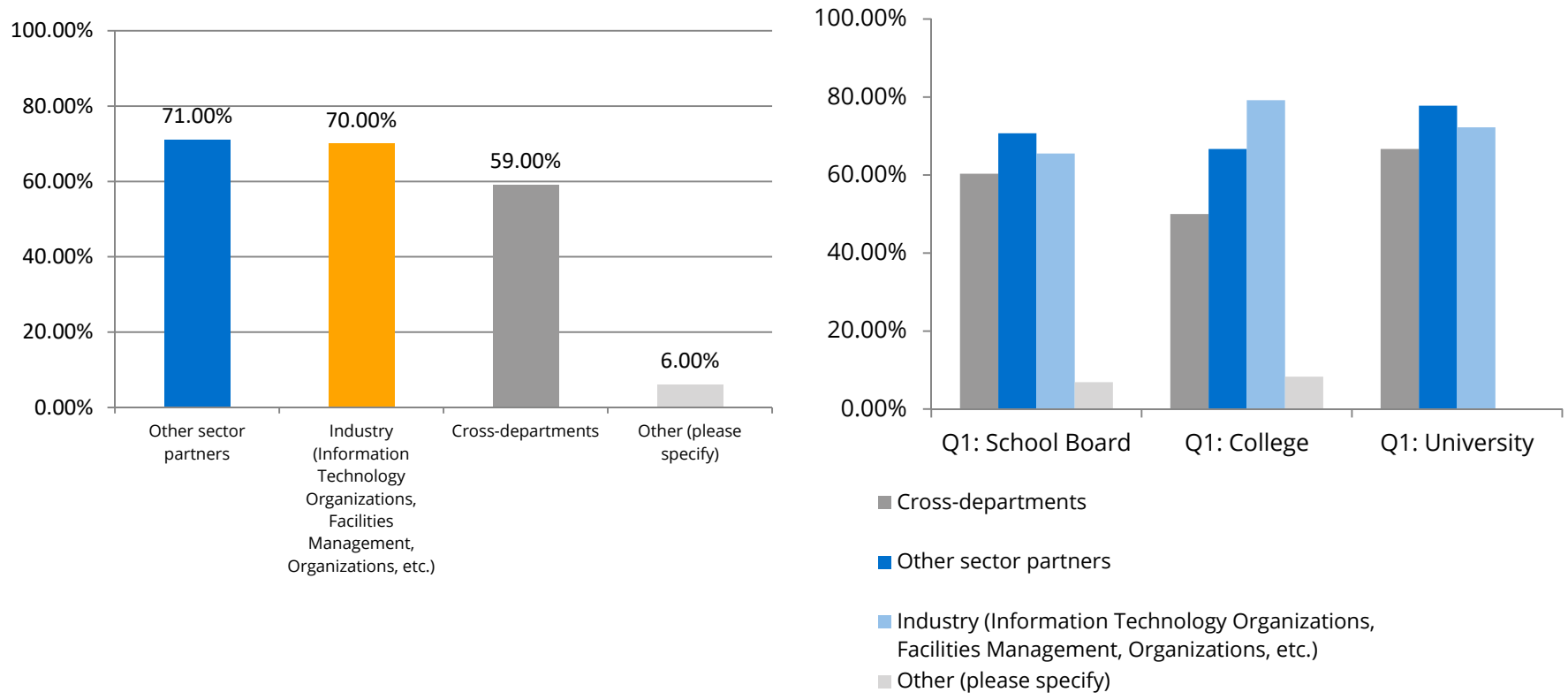


- Highly likely – we are always open to new collaborations
- Most likely – we would be very interested, but will need to assess capacity
- Somewhat likely – we may explore the opportunity, but may not be able to participate
- Not at all likely – we don't have the resources/capacity



Savings  
Choice  
Service

# Q9 - Which of the following does your organization consider as important groups/areas for future collaboration opportunities? (Check all that apply)



Savings  
Choice  
Service

## Q10 - What would you identify as the top 3 opportunities for collaboration in the education sector? (open ended)

	Opportunity 1	Opportunity 2	Opportunity 3
School Boards	1- IT/Technology/Innovation (75 %) of responses 2- Back Office services, Office supplies, legal support	Mix of facilities, Shared practices, primary supplies, construction, consulting, HR	Mix of Facilities/maintenance, procurement, shared practices, professional development
Colleges	1 - IT/Technology/Innovation 2 – Back Office, International students, procurement	Mix of IT, back office, Shared practices, procurement, facilities	Mix of legal services, finance, mental health, internalization, benefits, facilities
Universities	1 -IT/Technology/Innovation 2 – Mix of Benefits, teaching and learning, research advancement	Mix of IT, Facilities, travel, Benefits, consulting	Mix of Facilities, office supplies, joint academic programs



## Q11 Do you have any additional comments you'd like to make with regard to current levels of collaboration and/or future collaboration opportunities?

<ul style="list-style-type: none"> <li>• Would be wonderful if District School Boards could access repository of information of best practices, documents which could include Guidelines, RFPs, documented processes, etc..</li> </ul>	<b>School Board</b>
<ul style="list-style-type: none"> <li>• Political interest(governance structure) brings unproductive competition among school boards(Enrolment competition)</li> </ul>	
<ul style="list-style-type: none"> <li>• Back office / shared services</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Our Board is just starting to use OECM and we want to continue using it more in the future.</b></li> </ul>	
<ul style="list-style-type: none"> <li>• Need to break down political barriers between coterminous boards so that more collaboration can occur and stop protection of territory. Like to collaborate with colleges and universities to provide pathways for students</li> </ul>	
<ul style="list-style-type: none"> <li>• Our biggest challenge is making connections to other organizations within our region, as well as outside our region. (We do not have a post secondary institution within our board boundaries) . We are challenged to find willing partners to engage with.</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>No, not at this time but thanks for the opportunity to collaborate</b> and see what is possible within our sector.</li> </ul>	



## Q11 Do you have any additional comments you'd like to make with regard to current levels of collaboration and/or future collaboration opportunities?

<ul style="list-style-type: none"> <li>Some colleges are well behind industry standards for shared services and technology investments. Space needs are not well understood at a College level and industry guidance would be helpful. Best practices can be found outside of the sector for many initiatives.</li> </ul>	
<ul style="list-style-type: none"> <li>There is no problem with the frequency and numbers of types and ways that we collaborate. The problem is quite the opposite. It is the quality and strategic importance of those partnerships. They are often activated on the ground, grow to scale without a plan and consume organizational resources. There are too many that are there because of history, rather than impact and we have to be more intentional at the institutional level</li> </ul>	<b>College</b>
<ul style="list-style-type: none"> <li>Would like to see increased collaborative opportunities and pathways with MGS</li> </ul>	
<ul style="list-style-type: none"> <li><a href="#">Maintain or add to IT hardware and services offerings</a></li> </ul>	
<ul style="list-style-type: none"> <li><a href="#">Competition between College</a> Institutions makes collaboration a challenge</li> </ul>	
<ul style="list-style-type: none"> <li>The more services that are done through a provincial procurement process for the education sector that allow organizations to chose to join can certainly save resources in conducting individual processes and purchasing power savings is great.</li> </ul>	
<ul style="list-style-type: none"> <li>The challenge to expand collaborative activities is the effort required from stakeholders, particularly the lead organization. Awarding to multiple vendors might not be obtaining the best business value.</li> </ul>	<b>University</b>



# Theme 1 Findings

- Overall, all sectors are highly engaged with collaboration within their own sector (86%) and mainly within the province
- 51% of respondents said that they collaborate frequently (*5+ projects underway*) within their own education sector. Collaboration level (frequency) with other education sectors and sectors outside of education is more occasional (*with 1-2 projects underway*)
- Willingness to collaborate on projects across the sector is high. 48% of respondents are always open to collaborate and 42% are very interested, but need to assess capacity
- Evenly strong interest to collaborate across different types of groups including other sector partners, industry/business groups, cross departmental
- IT, Technology and Innovation represent the strongest interest for collaboration. IT area is mentioned more often across all sectors



## Theme 2 (Q12 – Q17)

# Barriers to Collaboration & Solutions to Overcome



Savings  
Choice  
Service

Q 12 Which of the following do you consider as barriers to collaboration amongst and between organizations across the education sector? (Check all that apply)

	Total	Total #	School Boards	Colleges	Universities
Lack of time to devote to collaboration in addition to regular duties	78.02%	71	1 (67%)	1(95%)	1 87(%)
Different mindsets/knowledge deficits	41.76%	38	3 (44,2%)		3(31.25%)
Lack of alignment around goals	40.66%	37	2 (46,15%)		
Competition between institutions	40.66%	37		2 (56.5%)	3(31.25%)
Little or no incentive/reward for individuals leading collaboration	36.26%	33			2 (56,2%)
Lack of government support	31.87%	29			
Difficulty making appropriate connections with other institutions	27.47%	25			
Lack of trust/transparency amongst and between institutions	26.37%	24			
Information hoarding/Organizational silos	26.37%	24			
Physical separation	26.37%	24		3 (47%)	3(31.25%)
Not a strategic priority for my institution	24.18%	22			3(31.25%)
Little or no recognition for excelling at collaboration	24.18%	22			
Lack a culture of collaboration at my institution	16.48%	15			3(31.25%)
Other (please specify)	10.99%	10			



# Q12 Other

	Comments
School Boards	<ul style="list-style-type: none"> <li>• Timing issues - contracts end at different times for different orgs.</li> </ul>
	<ul style="list-style-type: none"> <li>• Competing Collaborative Opportunities exist.</li> </ul>
	<ul style="list-style-type: none"> <li>• Purchasing not willing to use OECM or thinking they can do better</li> </ul>
Colleges	<ul style="list-style-type: none"> <li>• Government support, means lack of funding overall. Appropriate connections means that some institutions perceive an imbalance of power i.e.. College vs. University, so partnerships are challenging to make win-win</li> </ul>
	<ul style="list-style-type: none"> <li>• Differing corporate cultures</li> </ul>
	<ul style="list-style-type: none"> <li>• Fear</li> </ul>
	<ul style="list-style-type: none"> <li>• Little knowledge in the organization of our current level of collaboration, seems like a low priority</li> </ul>
University	<ul style="list-style-type: none"> <li>• Executive Urgency to make collaboration work</li> </ul>
	<ul style="list-style-type: none"> <li>• Not aware of all opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>



**Q 13** - In the previous question, you identified barriers to collaboration amongst and between organizations across the education sector. **Please identify the top 3 barriers.**

	1 <sup>st</sup> Barrier	2 <sup>nd</sup> Barrier	3 <sup>rd</sup> Barrier
Lack of time to devote to collaboration in addition to regular duties	32.97%	18.60%	14.47%
Not a strategic priority for my institution	10.99%	2.33%	7.89%
Different mindsets/knowledge deficits	7.69%	17.44%	7.89%
Lack of government support	7.69%	4.65%	6.58%
Difficulty making appropriate connections with other institutions	7.69%	3.49%	2.63%
Lack of alignment around goals	6.59%	15.12%	18.42%
Competition between institutions	6.59%	5.81%	11.84%
Lack a culture of collaboration at my institution	5.49%	2.33%	1.32%
Little or no incentive/reward for individuals leading collaboration	4.40%	4.65%	5.26%
Lack of trust/transparency amongst and between institutions	4.40%	5.81%	2.63%
Information hoarding/Organizational silos	2.20%	3.49%	9.21%
Physical separation	2.20%	10.47%	7.89%
Little or no recognition for excelling at collaboration	1.10%	5.81%	3.95%



**Q14** - In your opinion, what **are some solutions** that might help your organization overcome current barriers to collaboration? (Check all that apply)

	Total	Total #	School Boards	Colleges	Universities
<b>Proven Savings/Value</b>	<b>68.13%</b>	<b>62</b>	<b>1 (69.23%)</b>	<b>1 (65.22%)</b>	<b>1(68.75%)</b>
Greater/Easier access to collaborative opportunities	63.74%	58	3 (65.38%)	1 (65.22%)	2 (56.25%)
More government support and encouragement	59.34%	54	2 (67.31%)	2 (52.17%)	3 (43.75%)
Collaboration embedded in strategic direction	40.66%	37			
Provincial recognition for institutions	36.26%	33		3 (39%)	
Incentives/Rewards for individuals leading collaboration	36.26%	33		2 (52.17%)	
Other (please specify)	14.29%	13			



# Q 14 – If Other (Solutions)

## Common themes: Time, Resources, Reporting mechanisms, mandate to purchasing department

School Board	• With respect to software, it needs to be forced, not choice
	• Time to Implement
	• Time to implement -conflicting Contract deadlines
	• Contract Alignment-Timing
	• Reporting mechanisms - timeliness, ease of use
	• Executive mandate of purchasing department
College	• If other provincial government required collaboration, it would happen, This is different than support, public sector organizations like to follow rules and are not as likely to be influenced by encouragement.
	• Rewards need to also be for Private sector to do things like, take on field placements (with institutions), share revenues and IP for Research partnerships, fund Capital etc..
	• Time/resources
	• Building capacity and resourcing to evaluate opportunities
	• Make accessibility to MGS agreements easier
University	• Expand services
	• Additional resources to assist with investigation / implementation of collaborative initiatives

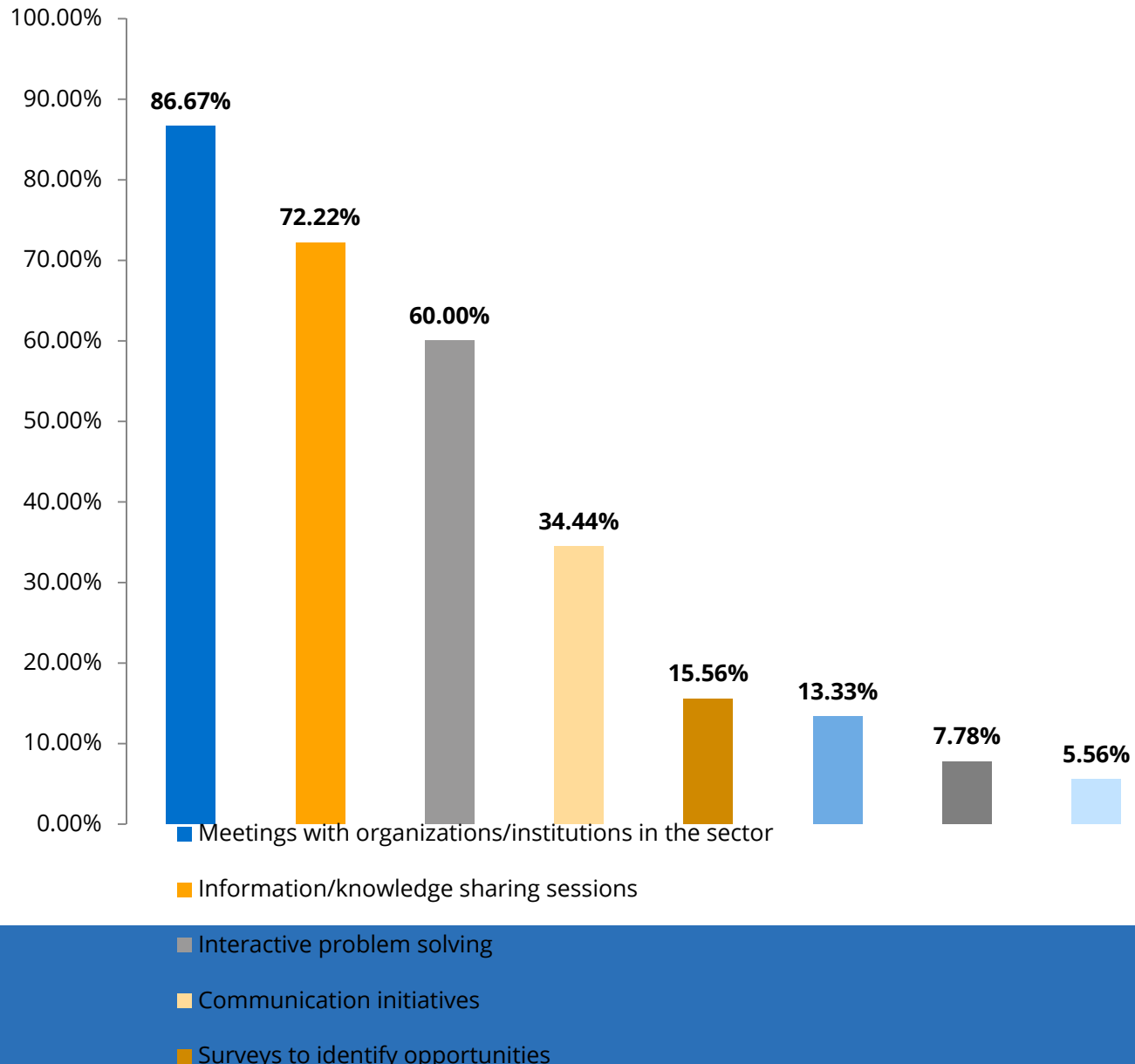


**Q 15** In the previous question, you identified solutions that might help your organization overcome current barriers to collaboration. Please identify the **top 3 solutions to overcome barriers to collaboration**.

	1 Solution	2 Solution	3 Solution
Proven Savings/Value	36.26%	20.99%	8.22%
More government support and encouragement	13.19%	7.41%	23.29%
Incentives/Rewards for individuals leading collaboration	12.09%	8.64%	12.33%
Greater/Easier access to collaborative opportunities	12.09%	27.16%	12.33%
Collaboration embedded in strategic direction	7.69%	16.05%	12.33%
More government support and engagement	4.40%	6.17%	8.22%
Provincial recognition for institutions	3.30%	6.17%	10.96%
Greater/Easier access to collaborative opportunities	3.30%	2.47%	9.59%

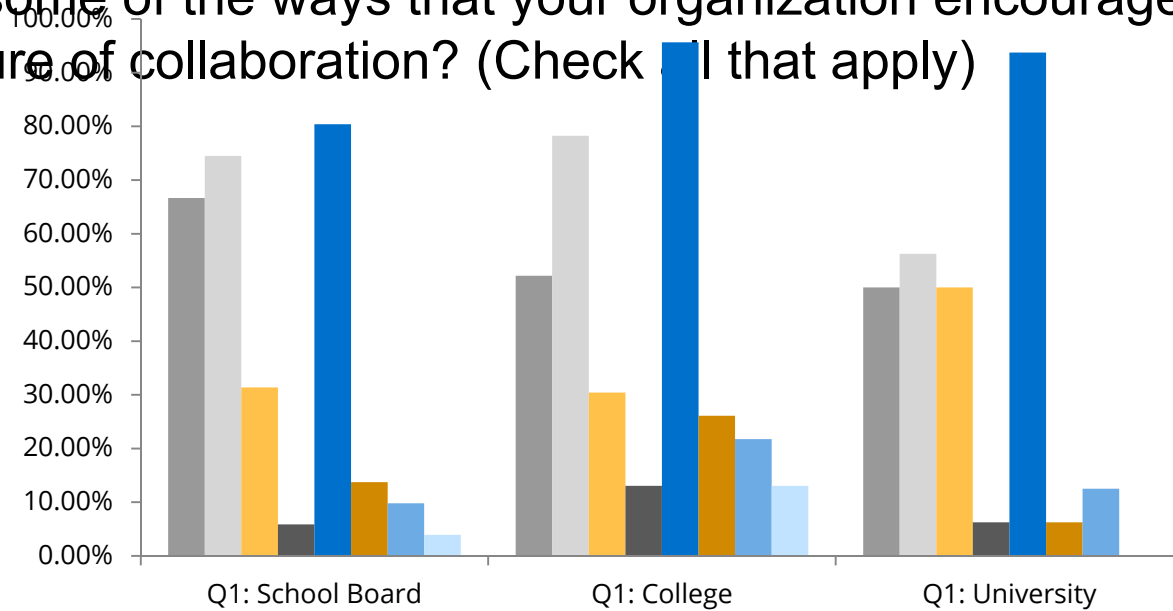


## Q 16 What are some of the ways that your organization encourages and supports a culture of collaboration? (Check all that apply)



Savings  
Choice  
Service

# Q16 What are some of the ways that your organization encourages and supports a culture of collaboration? (Check all that apply)



- Interactive problem solving
- Information/knowledge sharing sessions
- Communication initiatives
- Career path assistance/employee incentives
- Meetings with organizations/institutions in the sector
- Surveys to identify opportunities
- Setting collaboration goals as a part of employees' Annual Performance Plan
- Other (please specify)



## Q16 – If Other (Comments)

### School Board

- Collaboration is a goal or a strategic priority in the strategic plan
- Mentorship program, providing opportunities to network with other colleagues province and Canada wide

### College

- Inappropriate partnerships can emerge in the 'hunt' for funding, so it is critical that Quality of partnerships is defined
- OECM liaison committee, OCPMA and OUPMA procurement associations



Savings  
Choice  
Service

## Q 17 Do you have any additional comments you'd like to make with regard to barriers to collaboration and solutions to overcome them?

		Theme
School Boards	Primary barrier truly is <b>workload and lack of time</b> to dedicate to such an important initiative as collaboration.	Time
	Necessity is the mother of invention. In my view, <b>financial circumstances</b> may necessitate that collaboration is part of the strategic priority. In the education sector, the opportunity should exist over the next six months in light of grant announcements and the necessity to balance budgets. "Efficiencies" are now politically correct and OECSM is in a position to optimize its role in the public sector.	Financial need
	Need time to explore collaborative opportunities and building trust	Time
	It is difficult to find like-minded partners to work with. This symposium is a great first step.	Collaboration
	<b>Lack of time and resources</b> is the number one issue. We are a very (too lean) organization due to financial pressures (and a financial recovery plan). Everyone is so busy just getting by, that there is no spare capacity to develop, implement, and sustain new initiatives (and a good change management plan always requires additional supports/resources in the early stages of a new initiative, until the projected savings can be realized).	<b>Time /Resources</b>



Q 17 Do you have any additional comments you'd like to make **with regard to barriers to collaboration** and solutions to overcome them?

		Theme
Colleges	<b>Incentives in the public sector</b> generally relate to funding. If funding is directly tied to collaboration with clear outputs, collaboration will happen. Alternatively, required collaboration is an option and would result in a much faster turn around.	Incentives, funding,
	It is important that Partnerships be a part of Strategy, but many <b>institutions don't have the skillset to either develop a truly strategic plan or operationalize it with focus.</b> I think Strategy is critical, but not the way it is understood or deployed in the education sector.	Lack of Strategic vision
	It takes a tremendous amount of commitment and is often accomplished as a deskside activity - not sustainable	Commitment /time
	<b>There are too many levels and too many players.</b> OECM vs MGS, why have two, OECM is accessible, MGS not so much. Have suggested for years that OECM should be a clearing house for ALL collaborative opportunities open to our sector, including MGS.	One Stop Shop
	I view <b>competition between institutions as a major barrier</b> to true collaboration...The benefits of collaboration must be seen as outweighing threat associated with competition	Competition between org.s
Universities	<b>Competition between institutions</b> , is a significant barrier and lack of recognition of significant collaboration efforts is a barrier for sustainable collaboration	Competition between org.s



## Theme 2 – Findings

- **Key barriers for collaboration:** time, knowledge deficit and lack of alignment around goal

Others include: recourses, a sense of competition among organizations, commitment and lack of funding, lack of easy access to information regarding collaboration opportunities.

- **Key solutions or “How to overcome barriers”:**
  - Show the value of savings, easier access to collaboration, more government support
- **Methods and tools used to support collaboration:** meetings in the sector, info sharing sessions, interactive problem solving



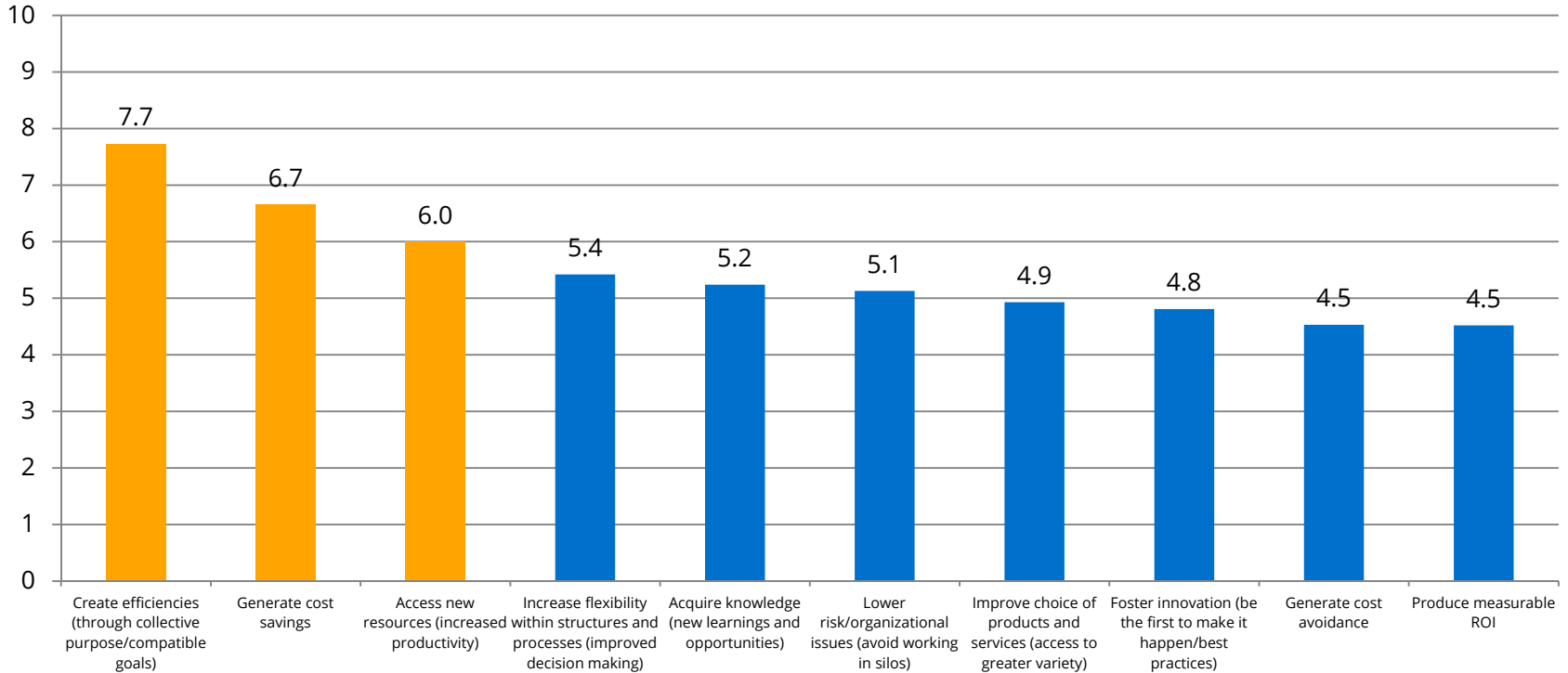
## Theme 3 (Q18- Q20)

# Quantifying the “Value” generated from Collaboration



Savings  
Choice  
Service

Q 18 Considering your organization’s needs and the overall “value” that can be generated from collaborative initiatives, please rank the following business goals in order of importance. (1 – most important and 10 – least important)



Ranking question, (Score)



Savings  
Choice  
Service

Q19 If you participate in, or were considering participating in, a collaborative initiative, project or activity with another organization in the education sector, what would be the primary goal/objective for your organization?

### Savings/Efficiencies

• Moving the organization forward while generating efficiencies and cost savings.
• cost savings and creating efficiencies
• Efficiencies and new opportunities, opportunities for greater innovation and expanding functions and offerings.
• To create efficiencies to increase productivity.
• Primary goal would be to become more efficient through streamlining review of practices as to not make waste, decrease manual processes where errors can occur and automate work flows.
• Efficiencies
• Value-added efficiency and effectiveness
• Efficiency and cost outcomes
• create efficiencies, avoid duplication of efforts of like procurement of goods/services
• save time, save money and learning from the other organization
• Cost savings and efficiency
• Enhance efficiency with the ultimate goal being cost savings for my board as well as those organizations that we would collaborate with..
• Savings.
• To gain efficiencies, financial and non-financial (time, effort)
• Generate cost savings.
• Create efficiencies
• Either increased student achievement or increased cost savings
• Generate cost savings while not comprising quality or efficiency.
• Cost savings and efficiencies
• cost savings



Savings  
Choice  
Service

Q19 If you participate in, or were considering participating in, a collaborative initiative, project or activity with another organization in the education sector, what would be **the primary goal/objective for your organization?**

**Student experience /opportunities**

- |   |
|---|
| • Bettering student outcomes  |
| • greater flexibility for students to address their needs; less competitive structures built in which promote lone wolf thinking ( funding models); mental health needs taken care of for staff, parents and students in a more profoundly rich arena with no silos or hindrances due to mandates which handcuff organizations or allow for excuses for not offering service. |
| • Providing students with more/ better opportunities that they might not have had access to if the collaboration had not occurred.  |
| • Increase student experiences  |
| • A benefit to the DSBN student (directly or indirectly), or students across Ontario in the same way.   |
| • Improved student opportunities  |

**Other**

- |  |
|--|
| • Identifying the opportunity wherein procurement objectives align in which collaboration can be facilitated by more than one entity in the sector and/or across the sector. |
| • Assist in the achievement of strategic objectives.   |
| • timing and need  |
| • How does it align with the priorities in our strategic plan.   |
| • Access to services we did not have before  |



Savings  
Choice  
Service

## Q 20 Do you have any additional comments you'd like to make with regard to determining the “value” generated from collaboration?

### Savings /Efficiencies

<ul style="list-style-type: none"> <li>We need to be honest about the reasons for collaboration. <b>Cost savings and efficiencies</b> are our responsibility as we are using taxpayer's, students, and donors money.</li> </ul>
<ul style="list-style-type: none"> <li>Given our current financial constraints, it is becoming increasingly critical that we focus both on the 'top line' (opportunity expansion)' and on the 'bottom line', <b>cost reduction - simultaneous</b>. If all we are doing is cost cutting, without expanding our relevance to the labour economy, we are doing a dis-service. By contrast, if all we are doing is expanding our relevance, without balancing the financial sustainability, we will not be around to deliver the quality we have taken such lengths to develop and deliver.</li> </ul>
<ul style="list-style-type: none"> <li>"Value" must be supported by data. e.g. Is my organization spending less for the same product or service? Am I saving person hours in the process? Is there a model of collaboration that can be utilized over and over to address needs of organizations willing to collaborate?</li> </ul>
<ul style="list-style-type: none"> <li><b>Cost savings should</b> not be the primary focus, efficiency and getting the job done through synergy (not through silos), is far more important</li> </ul>
<ul style="list-style-type: none"> <li><b>Time savings</b> from not having to run our own tenders</li> </ul>
<ul style="list-style-type: none"> <li>The value (or benefit) needs to be offset by the cost to attain. Even if a good (great) value is possible, <b>the cost barrier may prohibit</b> it from even being attempted.</li> </ul>
<ul style="list-style-type: none"> <li><b>Must consider value of being more efficient as</b> an organization, by collaborating</li> </ul>
<ul style="list-style-type: none"> <li>the value would be that in the end the collaboration would <b>lead to time and resource savings</b> in the procurement process at our institution.</li> </ul>
<ul style="list-style-type: none"> <li><b>speed to access services</b> is important. OECM makes it easy to procure items when an MA is already established</li> </ul>



Savings  
Choice  
Service

## Q 20 Do you have any additional comments you'd like to make with regard to determining the “value” generated from collaboration?

### Other (Collaboration, Competition, Compliance and Communication)

There is value in a collaborative project in that it builds relationships and opportunities for future collaboration.

Value of collaboration is generated through fulsome discussions where everyone listens, speaks and works together to understand one another respectfully in order to be able to move forward to truly work collaboratively together in trustful, respectful relationships.

Competition is a significant barrier in the University sector....very silo based

I think it's important to acknowledge an additional benefit of collaboration which is compliance with multiple complex directives and trade agreements - this may be covered in the 'lower risk' goal identified above however.



Savings  
Choice  
Service

## Theme 3 - Findings

- The value generated from collaboration is mainly about efficiencies, savings (financial and non-financial), easier access to resources
- In addition, respondents indicated:
  - Building relationship and opportunity to listen/understand each other
  - Creating new opportunities for students' experience
  - Minimizing competition levels



## Theme 4 (Q21- Q26)

### Models for Sharing in the Success of Collaboration



Savings  
Choice  
Service

Q 21 As a not-for-profit organization, OECM has the opportunity to direct surplus funds generated through successful collaborations back into the education sector. Please specify your preference among the options listed for **how surplus funds could be directed to your organization?** (Check all that apply).

	Total	Total %	School Boards	College	University
<b>Funds rebated back to sector</b>	73.26%	63	1 (70.83%)	1 (73.91%)	1 (80.00%)
Investment in events like the Networking Symposium	51.16%	44		2 (65.22%)	2 (47%)
Investment in professional development programs	43.02%	37		3 (43%)	3 (33%)
Investment in education programs	38.37%	33	3 (50%)		
Investment in products and available services	38.37%	33	2 (52%)		
Other (please specify)	5.81%	5			

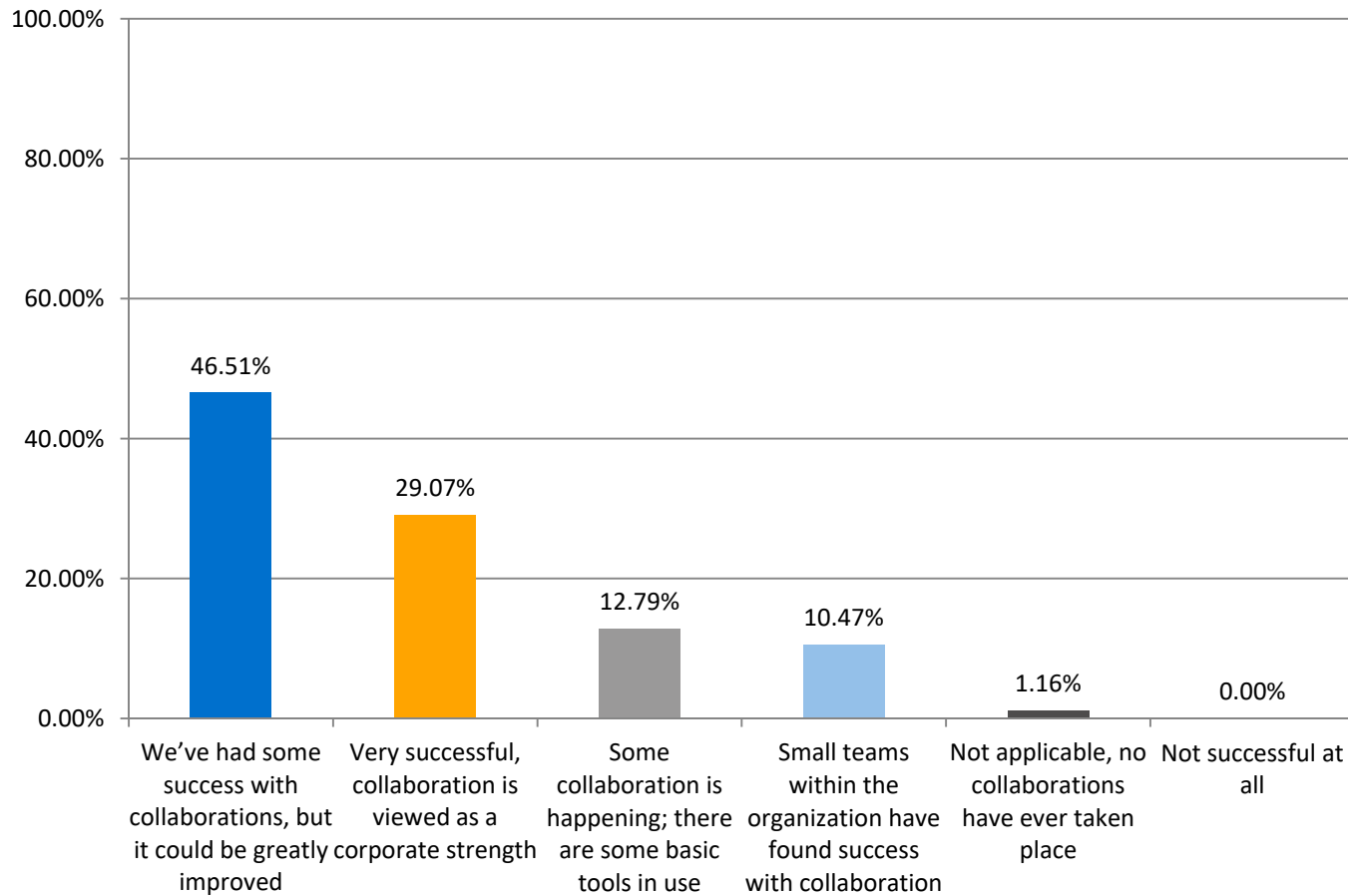
**Other**

- Contribute to the charitable trust in place at each board
- Return Surplus Funds similar to OSBIE's strategy
- awards and recognition program
- Student scholarships
- The organizations who collaborate the most, share the most

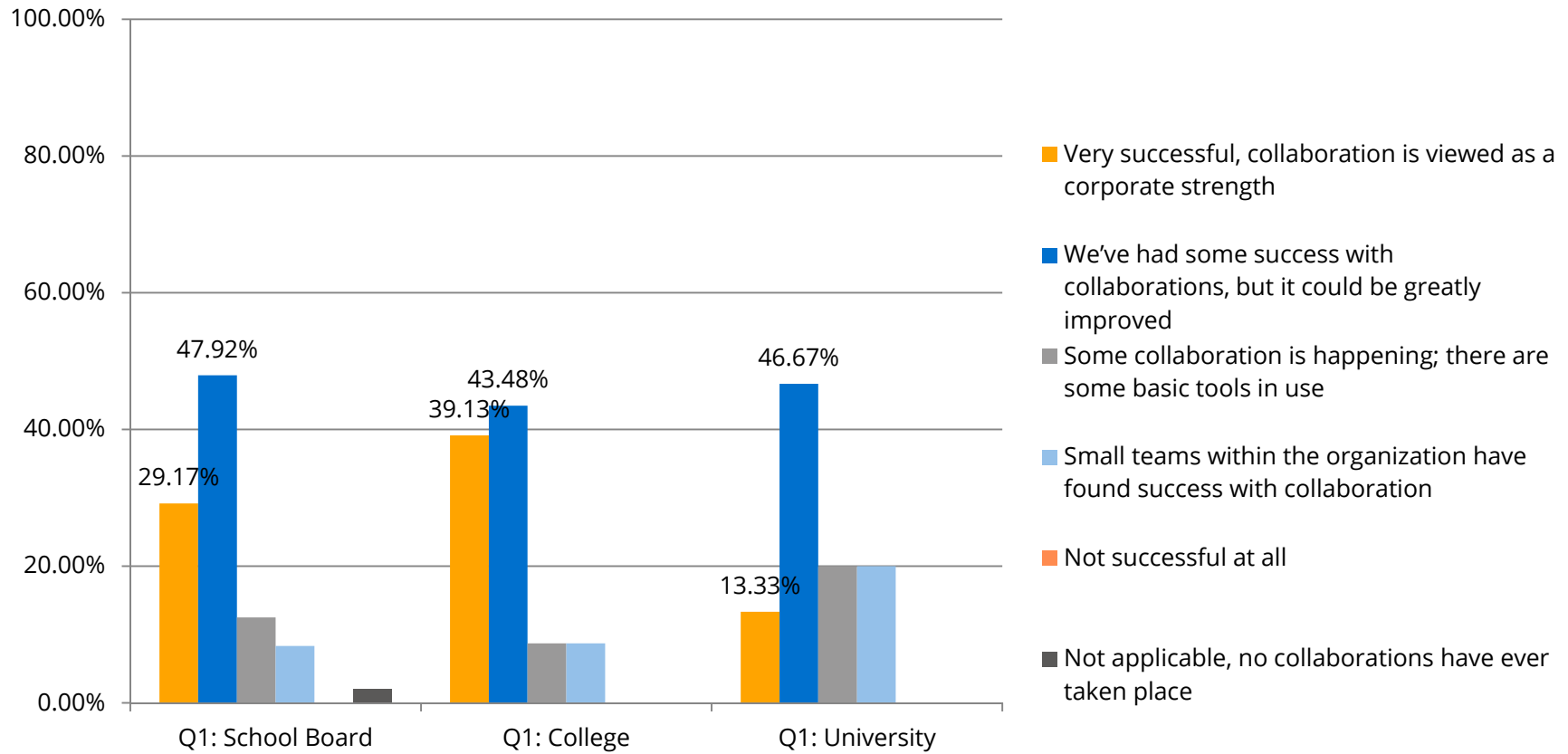


Savings  
Choice  
Service

## Q 22 How successful has your organization been in implementing and supporting collaborative initiatives over time?



## Q22 How successful has your organization been in implementing and supporting collaborative initiatives over time?



Q23 If your organization has experienced some success in collaborating with other organizations, **how is this success shared within your organization?**

**Shared (via Communications/Meetings)**

<ul style="list-style-type: none"> <li>• Communication at governance and community levels/ Monitoring of performance</li> <li>• it is highly shared and celebrated with appropriate personnel and often highlighted through media releases</li> </ul>	School Boards
• Staff reports to Board of Trustees, Director's Annual Report	
• Periodic reports/updates/Provincial Associations	
• During strategic meetings	
• Committees and presentations e.g. Admin Council, Board Meetings, Governance Comm.	
• Through communications internally and externally	
• Depends - some through media releases if important enough, otherwise presented as part of meeting agendas or system wide messages.	
• Varies, depending on circumstances. An example would be the Director's Annual Report.	
• Through regular meetings and communication in the sector	
• communication through our Administrative council made up of senior administration and managers.	
<ul style="list-style-type: none"> <li>• Depends on the outcome/output - generally shared through communications to internal committees and employee website</li> </ul>	Colleges
• Through internal communications	
• Standard communications practices including Newsletters, Weekly Presidents message, Townhalls, department meetings etc..	
• Communicated through announcements.	Universities
• public communications presentations at conferences (sharing external but hitting internal audience)	
• networking opportunities, monthly meetings, updates.	

Q 23 If your organization has experienced some success in collaborating with other organizations, **how is this success shared within your organization?**

Not shared enough

<ul style="list-style-type: none"> <li>• They are not really shared within the organization, rather they are appreciated within the department that benefit from the outcomes of the collaboration.</li> </ul>	School Boards
<ul style="list-style-type: none"> <li>• Not shared.</li> </ul>	
<ul style="list-style-type: none"> <li>• Not known well within the organization of how goods/services are procured, whether they are collaborative or individually procured</li> </ul>	
<ul style="list-style-type: none"> <li>• Only through Sr Staff sharing I.e. not widely shared with the organization</li> </ul>	
<ul style="list-style-type: none"> <li>• This is an issue. Many departments are collaborating on separate initiatives, but the information and key learnings are not being disseminated widely.</li> </ul>	
<ul style="list-style-type: none"> <li>• amongst the team only most of the time rarely across Senior Mgmt and Trustees</li> </ul>	
<ul style="list-style-type: none"> <li>• It not really shared. It's known by a few key people</li> </ul>	College
<ul style="list-style-type: none"> <li>• It is not given enough visibility but units speak to it as part of their budgeting process when they identify cost containment or savings.</li> </ul>	
<ul style="list-style-type: none"> <li>• Our collaboration is mainly on procurement and use of technology. It is not shared much in the organization</li> </ul>	
<ul style="list-style-type: none"> <li>• Very isolated, intrinsically valued only, not shared broadly because the interest isn't there across the organization, not seen as important</li> </ul>	
<ul style="list-style-type: none"> <li>• only in reporting to senior mgmt and ministry</li> </ul>	
<ul style="list-style-type: none"> <li>• we don't do a good job of telling others internally about our successes</li> </ul>	University
<ul style="list-style-type: none"> <li>• We need to do more of exactly that!</li> </ul>	
<ul style="list-style-type: none"> <li>• seldom shared</li> </ul>	
<ul style="list-style-type: none"> <li>• Better service/ Communication to Leadership team</li> </ul>	
<ul style="list-style-type: none"> <li>• Word of mouth, if ever</li> </ul>	



## Q23 If your organization has experienced some success in collaborating with other organizations, **how is this success shared** within your organization?

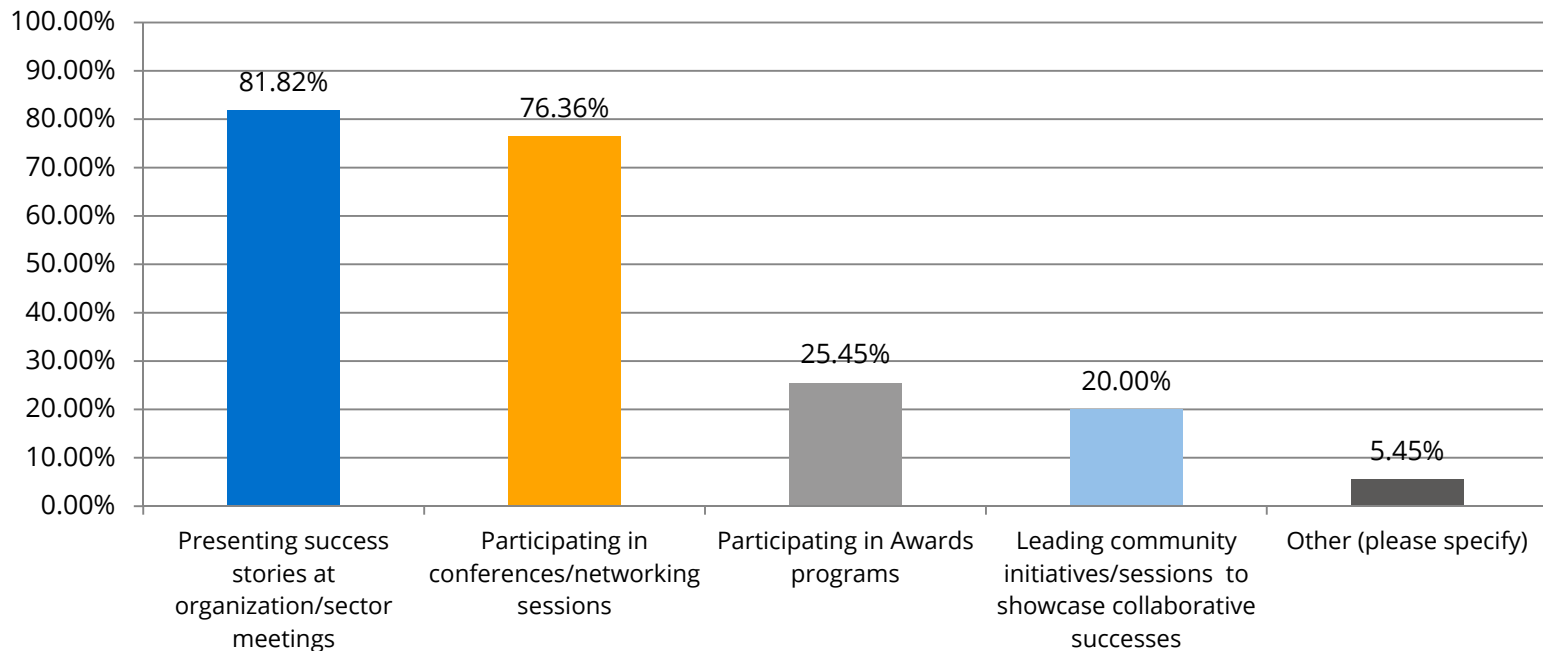
### Other

<ul style="list-style-type: none"> <li>• Through sharing of experiences with others as a model that could be adopted within our organization. Almost like leading by example. Having such relationships is evidence based example of how collaboration can work to obtain buy-n.</li> </ul>	School Boards
<ul style="list-style-type: none"> <li>• Success in collaborating ideally generates efficiencies which in turn provides the rest of the organization more runway with limited funding sources.</li> </ul>	
<ul style="list-style-type: none"> <li>• Created efficiencies</li> </ul>	College
<ul style="list-style-type: none"> <li>• Our organization focuses on collaboration with business partners and private companies.</li> </ul>	
<ul style="list-style-type: none"> <li>• When collaboration works , time and resources are used more effectively</li> </ul>	University
<ul style="list-style-type: none"> <li>• project specific. requires champions.</li> </ul>	
<ul style="list-style-type: none"> <li>• Budget reallocation....those departments who have been efficient through collaboration efforts, tend to support those departments who have not.</li> </ul>	

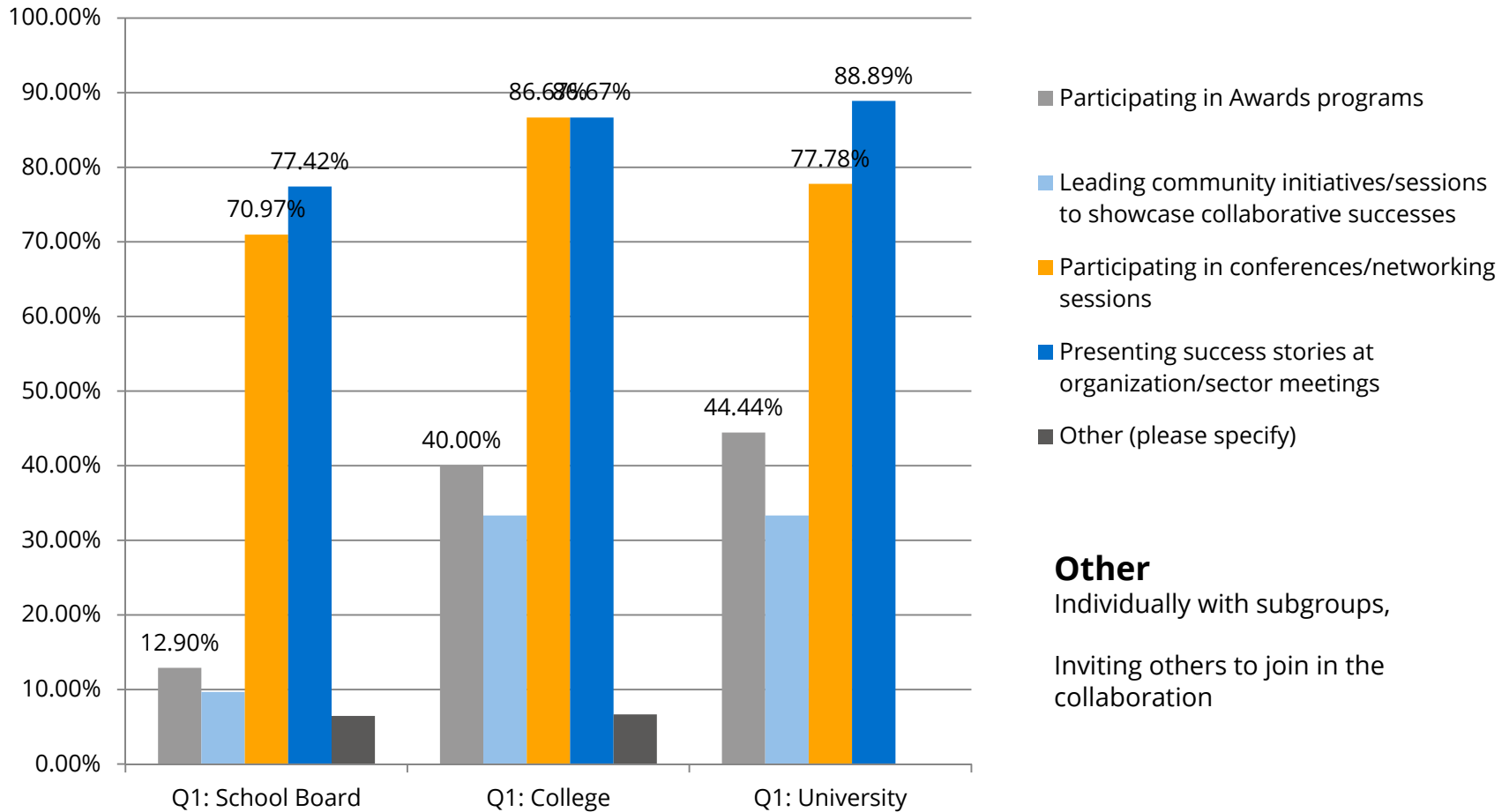
## Q24 Does your organization share its success in collaboration with other organizations within the sector?

- **Yes - 55 (64%)** - School Boards - 56% (31), College -27% (15), University- 16% (9)
- **No - 31**

## Q 25 If Yes, what are some of the ways your organization shares these successes with others? (Check all that apply)



## Q25 If yes, what are some of the ways your organization shares these successes with others? (Check all that apply) (By SCU)



Savings  
Choice  
Service

## Q26 Do you have any additional comments you'd like to make with regard to models for sharing in the success of collaboration?

School Board	<ul style="list-style-type: none"> <li>I'm looking forward to <a href="#">learning more about models for sharing success of collaboration</a> within an organization / sector</li> </ul>
	<ul style="list-style-type: none"> <li>Not only is sharing such success of collaboration beneficial by sharing at conferences, presentations, etc. <a href="#">but if could present such examples within certain departments</a>, etc. could obtain buy-in within organizations for persons that are resistant to show or illustrate what true collaboration can bring</li> </ul>
	<ul style="list-style-type: none"> <li><a href="#">One size does not fit all</a>. A large urban board may have a very different approach than a small rural board. There should be options as opposed to a template.</li> </ul>
College	<ul style="list-style-type: none"> <li>This survey is based on my own observations at a College level and may not reflect the views of others within the organization. My own view is that we need <a href="#">to be clear that collaboration can allow for significant savings by the government</a>. In comparison to for-profit businesses, our organizations are not nearly as lean and we need to address this.</li> </ul>
	<ul style="list-style-type: none"> <li><a href="#">Individual and system wide metrics</a> could be developed to share the level of communication</li> </ul>
	<ul style="list-style-type: none"> <li><a href="#">OECS could publish the names, rankings and stats of the organizations</a> (the reports already exist) more broadly instead of the current narrow reporting (as long as the reports are accurate)</li> </ul>
	<ul style="list-style-type: none"> <li><a href="#">Recognition</a> of Institutions Collaborating should be enhanced</li> </ul>
University	<ul style="list-style-type: none"> <li><a href="#">Universities who lead initiatives on behalf of others should share in a higher percentage of saving generated</a>, or should be compensated for efforts made which are disproportional to others who benefit from efforts</li> </ul>

## Theme 4 – Findings

- Among key opportunities on how to redirect surplus funds:
  - Funds rebated back to sector (73%)
  - Investment in the networking events, PD programs (51%)
  - Investment in PD programs (42%)
- 46% of respondents across the sector stated they have some success with collaborations VS 30% of those who had very successful experience with collaboration. There is area for improvement.
- Sharing success within the organization is an area for improvement. Many organizations stated that do not share success stories enough. Those who share success use meetings, internal communications, media.
- Only 64% of respondents stated that they share success with other organizations. Those who share use meetings, conferences and networking sessions.



## Theme 5 (Q27- Q32)

# Provincial Mandates/Directives re: Collaboration



Savings  
Choice  
Service

**Q27** What initiatives could government put into practice that your organization would support to further facilitate/encourage/incentivize opportunities for collaboration? (Check all that apply)

	Total	Total # of responses	School Board	College	University
<b>Seed funding for collaborative projects</b>	85.88%	73	81.25%	90.91%	93.33%
<b>Provision of best practices/sharing knowledge /promoting success stories</b>	70.59%	60	77.08%	54.55%	73.33%
<b>Additional/alternate types of subsidies</b>	45.88%	39	43.75%	59.09%	33.33%
Government recognition of collaboration initiatives	38.82%	33	39.58%	40.91%	33.33%
Mandates via government directives	34.12%	29	35.42%	36.36%	26.67%
Recognition in Organizations' Annual Performance Plans	30.59%	26	29.17%	31.82%	33.33%
Recognition in Individuals' Annual Performance Plans	10.59%	9	10.42%	13.64%	6.67%
Other*	4.71%	4	0.00%	13.64%	6.67%

**Other**

- Inclusion in Ministry sourcing activities similar to OECM. Create a MGCS liaison within the Ministry that can communicate future tender opportunities in advance. This would assist in ensuring organizations requirements are included. (C)
- \$\$\$\$\$\$. financial incentives. The invisible hand. (C)
- Make sure more MGS VORs are open to BPS ( C)
- We don't want government involvement (U)



Savings  
Choice  
Service

## Q28 Can you provide any examples of actions that your organization is taking to increase opportunities for collaboration?

### Support to increase Collaboration within and among organizations

<ul style="list-style-type: none"> <li>We've been survey others school Board with respect to our project that are priority for us, to identify if any other school Board will be interested in collaborating with us.</li> </ul>	<p>School Board</p>
<ul style="list-style-type: none"> <li>Provision of release time at educational staff level provides for enhanced collaboration. Significant release time is provided to school-based staff.</li> </ul>	
<ul style="list-style-type: none"> <li>Student info System SIS implementation</li> </ul>	
<ul style="list-style-type: none"> <li>We have been reaching out to our coterminous boards and our community colleges to see how we can work together. <a href="#">We also use OECM for some goods and services by piggybacking onto their competitive procurement contracts</a></li> </ul>	
<ul style="list-style-type: none"> <li>Participation in provincial organizations, working as party of regional co-operatives.</li> </ul>	
<ul style="list-style-type: none"> <li>The Niagara CIO consortium. CIO's amongst all the main public sector agencies in Niagara meet and collaborate regularly. (DSB Niagara, Niagara Catholic DSB, Niagara Region, Niagara Health System, Niagara Regional Police, Brock University, Niagara College, Innovate Niagara).</li> </ul>	
<ul style="list-style-type: none"> <li>DSB1 with Algoma University and Northern college.</li> </ul>	
<ul style="list-style-type: none"> <li>We support membership in collaborative organizations and encourage employees to attend regular meetings to establish contacts in other organizations and sectors to try to maximize opportunities for collaboration. If our organization is currently considering a new project or procurement, one of the first steps is to reach out to other organizations, do a sector scan, review existing bidding / bids and tenders / OECM contracts and documents to determine if any other organization has recently completed this project or is considering this same project.</li> </ul>	



Savings  
Choice  
Service

## Q28 Can you provide any examples of actions that your organization is taking to increase opportunities for collaboration?

### Support to increase Collaboration within and among organizations

<ul style="list-style-type: none"> <li>We are currently in talks with another college on academic and back office work collaboration. We have common platforms for application processing. <a href="#">We use OECM contracts frequently</a></li> </ul>	College
<ul style="list-style-type: none"> <li>Whenever a new project is presented to Procurement, the first filter is to try to identify assess if there are any collaborative opportunities currently existing; before we take on the role ourselves.</li> </ul>	
<ul style="list-style-type: none"> <li><a href="#">Highly engaged with local public sector buying groups and OECM</a></li> </ul>	
<ul style="list-style-type: none"> <li>One department is reaching out to other Colleges to support a common initiative</li> </ul>	
<ul style="list-style-type: none"> <li>Sharing successful changes. Issuing RFPs that allow others in the sector to join with saving opportunities for all . Pro-actively reaching out to industry to seek opportunities</li> </ul>	University



## Q28 Can you provide any examples of actions that your organization is taking to increase opportunities for collaboration?

### Networking

<ul style="list-style-type: none"> <li>• Networking with Procurement Colleagues via Professional Associations, i.e. OASBO, OCSBOA, etc., wherein joint/collaborative procurement opportunities can be identified.</li> </ul>	School Board
<ul style="list-style-type: none"> <li>• Building network of colleagues (across the school board sector) for business staff</li> </ul>	
<ul style="list-style-type: none"> <li>• Networking with peers, at all levels of the organization in order to get different viewpoints on collaboration, and encouraging the sharing of information internally.</li> </ul>	
<ul style="list-style-type: none"> <li>• Staff at middle management level are encouraged to establish and maintain positive relationships with their colleagues in other boards. Staff are encouraged to be active participants in their respective provincial associations.</li> </ul>	
<ul style="list-style-type: none"> <li>• Visiting OECM and government procurement websites. Participating in networks.</li> </ul>	
<ul style="list-style-type: none"> <li>• Networking with colleagues in the sector.</li> </ul>	College
<ul style="list-style-type: none"> <li>• Participation in provincial steering committees, advisories, strategic planning sessions, advocacy, bi-annual face-to-face meetings, annual conference</li> </ul>	

## Q28 Can you provide any examples of actions that your organization is taking to increase opportunities for collaboration?

### Other

School Board	<ul style="list-style-type: none"> <li>International education agreements, Sharing special funding grants for some educational services (special education) and submitting joint proposals</li> </ul>
	<ul style="list-style-type: none"> <li>Reaching out to First Nation partners to break down silos created through funding models - relationship driven. Same with college and university.</li> </ul>
	<ul style="list-style-type: none"> <li>Intentional participation</li> </ul>
	<ul style="list-style-type: none"> <li>Working with subgroups and communicating the information</li> </ul>
College	<ul style="list-style-type: none"> <li>OCPMA and OUPMA each meet twice a year to discuss collaboration opportunities. Invite MGCS and OECM to our meetings to inform educate group of current tender awards. We have a dedicated OECM liaison that also communicates news and tender awards to both groups.</li> </ul>
	<ul style="list-style-type: none"> <li>strategy is specific. reorganization to deliver strategy.</li> </ul>
	<ul style="list-style-type: none"> <li>Creation of a strategic partnerships office</li> </ul>
	<ul style="list-style-type: none"> <li>It is a priority for the ASCC group</li> </ul>
	<ul style="list-style-type: none"> <li>Have set up a series of meetings with F&amp;A staff at a competing institute to look for greater collaboration and sharing of ideas.</li> </ul>

## Q 29 What would make it easier for organizations in the education sector to collaborate? (Check all that apply)

	Total	School Board	College	University
• Creation of a central hub for sharing/enabling cross-sector collaboration opportunities	71.76%	2 (66.67%)	1 (72.73%)	1 (86.67%)
• Streamlined procurement processes	64.71%	1 (77.08%)	45.45%	3 (53.33%)
• Clearly defined and/or quantified benefits from collaboration (i.e. value/savings and efficiencies)	62.35%	3 (58.33%)	2 (59.09%)	2 (80.00%)
• Access to collaborative technology tools	61.18%	3 (58.33%)	1 (72.73%)	3 (53.33%)
• Faster access to relevant/priority collaborative products and services	58.82%	54.17%	3 (54.55%)	2 (80.00%)
• Other (please specify)	2.35%	4.17%	0.00%	0.00%

### Other

- Hold a provincial symposium and have effective follow-up.
- No new technology tools, please. Too many different software/platforms to work on. Best would be to integrate onto a common, existing platform/process.



## Q30 What can OECM do with its partners, suppliers, and/or customers to create and support opportunities for further collaboration?

Collaboration (including events like Symposium) , Networking, Creating one hub for sharing and accessing information

• Sessions like the Blue Mountain session are valuable for senior sharing and networking	College
• <b>OECM could make additional collaboration easier if they were the clearing house or gateway to the other collaborative contracts (e.g. MGS) in the market.</b> We don't know what's out there and we don't have time to seek them out. A "One Stop Shopping Model" for collaboration would make it easier	College
• Collaborate/coordinate within the existing partnership network (OCAS, ORION, eCampusOntario etc.) rather than individual groups trying to figure out their own ways to collaborate	College
• get them talking and as suggested above create a central easy to access hub for sharing	College
• Although I have not been heavily involved I believe that OECM has done a fair amount to support opportunities for further collaboration but again it becomes workload and lack of time and human capacity to move forward on some of this work. <b>I believe that if OECM could garner resources to create repositories of information for sharing would be great and this could be done via the collaborative efforts of all contributing School Boards.</b>	School Board
• Connect institutions with common needs/goals through a collaboration platform/forum.	School Board
• This inaugural symposium is a great opportunity to initiate collaborative conversations amongst different sectors, I hope it will not be the last.	School Board
• This symposium is a great first step. Creating ease of access to a central hub of information and more opportunities to connect with others in the industry will also be of great help.	School Board
• Continue to provide networking opportunities such as this symposium. Consider connections with other sectors for procurement opportunities, not just education. This is especially valuable for boards like ours that do not have a local post-secondary partner to work with.	School Board
• <b>The role of the CEO as the face of OECM is important.</b> Perhaps other key staff could dedicate a certain percentage of their time to visit key staff at boards, colleges and universities.	School Board
• Networking opportunities like this one.	University
• Provide more space/time for peers to come together and collaborate; facilitate the process (more of what is being done, but with smaller groups - requirements are often too broad)	University



Savings  
Choice  
Service

## Q30 What can OECM do with its partners, suppliers, and/or customers to create and support opportunities for further collaboration?

### Grow Marketplace of products and services

<ul style="list-style-type: none"> <li>Continue sourcing out goods and services. Hosting these networking symposiums</li> </ul>	School Board
<ul style="list-style-type: none"> <li><b>Continue to expand the scope of OECM contracts.</b> Identify priority services that the education sector benefits the most. Bring education sector representatives through joint events like the symposium</li> </ul>	College
<ul style="list-style-type: none"> <li>Create relevant and value based collaborative contract opportunities. Use size to continuously create value and enhance service levels.</li> </ul>	University
<ul style="list-style-type: none"> <li>Focus on increasing the number and breadth of products and services offered... <b>appreciate the new Marketplace guide that was created by OECM</b></li> </ul>	University
<ul style="list-style-type: none"> <li>Continue to add more products and services to its marketplace. Provide education on collaboration</li> </ul>	College



Savings  
Choice  
Service

## Q30 What can OECM do with its partners, suppliers, and/or customers to create and support opportunities for further collaboration?

Other (PD, learning opps, vendor management support, streamlining procurement process)

<ul style="list-style-type: none"> <li>In the education sector both the institution and the students are supported by the vendor community with cooperative placement opportunities employment opportunities and community support. Having vendors supported I. The GTA offers little value to our students in other areas of the province. Perhaps looking at opportunities and multiple awards by region could be considered</li> </ul>	College
<ul style="list-style-type: none"> <li>Highlight best practices and high yield opportunities.</li> </ul>	School Board
<ul style="list-style-type: none"> <li>create regular opportunities for a professional learning community</li> </ul>	School Board
<ul style="list-style-type: none"> <li>create pathways; recognize and support smaller institutions who don't have the resources to put into this work (seen as extra work to get something started) so that ideas can actually develop into action.</li> </ul>	School Board
<ul style="list-style-type: none"> <li>streamline the contract stage</li> </ul>	School Board
<ul style="list-style-type: none"> <li>simplify process, be transparent, improved outreach.</li> </ul>	College
<ul style="list-style-type: none"> <li><b><i>I personally think OECM is doing a great job in supporting collaboration.</i></b> The largest barrier to collaboration is due to the internal workload and the amount of time it takes to review and analyze the many OECM and Ministry VOR's.</li> </ul>	College
<ul style="list-style-type: none"> <li>Make the OECM process transparent within the existing procurement processes. Provide better support/management when OECM vendors do not perform (we have had some negative experiences, recently).</li> </ul>	School Board



Savings  
Choice  
Service

## Q31 Do you have any additional comments with regard to Provincial/Mandates/Directives related to collaboration?

<ul style="list-style-type: none"> <li>• <a href="#">Much work is needed here</a> - not just money bombs but internal structures that are thoughtful and understood before a collaborative approach can be taken (i.e., often ideas will flounder because you are beating against red tape that is organizational or historic)</li> </ul>	<p>School Board</p>
<ul style="list-style-type: none"> <li>• My only comment would be that there can be as many as person wish to have in regard to provincial/mandates and directives <a href="#">but without the needed time to dedicate to collaboration becomes futile</a>. This is from the perspective of a small district school board.</li> </ul>	
<ul style="list-style-type: none"> <li>• I fully support the concept. A message of support from the Province is helpful, <a href="#">but OECM should try to be as autonomous as possible. i.e. Relationships with key staff at the various ministries should be maintained</a>, but OECM should maintain its business-like model and be perceived as a branch of government. Independence is important.</li> </ul>	
<ul style="list-style-type: none"> <li>• Currently there was incentive to collaborate to submit for Joint Projects with coterminous boards on Capital Projects but not all boards were inclusive and willing to work together. <a href="#">Ministry does not impose any penalties for collaboration</a> (e.g. Transportation consortiums not including all four coterminous boards).</li> </ul>	
<ul style="list-style-type: none"> <li>• As in #29 above, <a href="#">procurement needs to be streamlined</a>. Multiply the time that DSB Niagara and specifically IT, spends on procurement amongst all 73 Boards, then again multiply that by different agencies across the provincial landscape (IT only). This problem is exacerbated when you include not only IT, but Facilities and other business units of public sector agencies.</li> </ul>	
<ul style="list-style-type: none"> <li>• <a href="#">While I'm not a fan of "mandated collaboration" (I'd prefer we come to it on our own)</a>, it does feel like that a provincial or government mandate may be the only way to require partners to come to the table.</li> </ul>	



Savings  
Choice  
Service

## Q31 Do you have any additional comments with regard to Provincial/Mandates/Directives related to collaboration?

<ul style="list-style-type: none"> <li>The easiest way to ensure that something is done across the sector <b>is to have clear direction and funding to enable it to occur</b>. The funding must also provide for staff to manage the directive/initiative. The benefits must greatly outweigh the implementation and ongoing reporting costs.</li> </ul>	School Board
<ul style="list-style-type: none"> <li><b>Creating Directives or mandating actions without providing the supports for implementation automatically creates barriers to success</b> from those boards that do not have internal expertise or resources for implementation. Cannot require one-size-fits-all.</li> </ul>	
<ul style="list-style-type: none"> <li><b>The province needs to get up to speed on all the sector is doing</b>. Sometimes it feels like they don't know what we are doing nor do they want to participate.</li> </ul>	
<ul style="list-style-type: none"> <li>Government should <b>incentivize this initiative</b>.</li> </ul>	College
<ul style="list-style-type: none"> <li>Having lived through the school board amalgamation, <b>do not underestimate the change management activities required for success</b>.</li> </ul>	
<ul style="list-style-type: none"> <li>Mandates get more attention that behaviour being optional</li> </ul>	
<ul style="list-style-type: none"> <li><b>Timing is right to have some form of Provincial mandating</b> of collaboration with a link to funding</li> </ul>	University
<ul style="list-style-type: none"> <li><b>Difficult to make things mandated as efficiencies can result</b>. Best to share based in the advantages.</li> </ul>	
<ul style="list-style-type: none"> <li>This would not be beneficial or supported at our organization.</li> </ul>	
<ul style="list-style-type: none"> <li><b>Please no more Provincially mandated regulations</b>. Too many as it is.</li> </ul>	
<ul style="list-style-type: none"> <li><b>Given the Provincial fiscal situation, the province should initiate mandating certain collaborative initiatives, specifically around technology</b></li> </ul>	

## Q32 Do you have any other comments and/or questions that you would like to add?

<ul style="list-style-type: none"> <li>• Collaboration between and within sectors requires partners to have similar goals and values, and appreciation of/respect for each organization's culture, approach and priorities.</li> </ul>	School Board
<ul style="list-style-type: none"> <li>• Succession planning is important at OECM. Perhaps certain attendees at the symposium could be identified as possible prospects for positions at OECM in the future.</li> </ul>	
<ul style="list-style-type: none"> <li>• Thank you for giving us the opportunity to discover collaboration opportunities.</li> </ul>	
<ul style="list-style-type: none"> <li>• A recent Auditor General report recommended "that school boards collaborate on future group purchasing arrangements". The will to collaborate on purchasing is certainly there, but the resources, expertise, and processes to effectively explore collaboration opportunities is not available in many boards. Consistent Ministry direction and funding would allow the potential of such collaboration to be achieved.</li> </ul>	
<ul style="list-style-type: none"> <li>• Looking forward to the Symposium!!</li> </ul>	College
<ul style="list-style-type: none"> <li>• Meetings</li> </ul>	
<ul style="list-style-type: none"> <li>• We often hear that "one" ERP system or "one" LMS system makes sense....we challenge this thought given the general move towards "software as a service" models that now exist. While there are opportunities to negotiate better licensing rates, there is no longer a need to do extensive evaluation of institutional business processes and try to develop something that everyone can live with (impossible in the past)....if there is a common interest in a specific "SaaS" solution such as Oracle Cloud or Workday, then there may be opportunities to "copy" configurations as a way to fast-track implementations (especially sense most of us have sector specific unions, employment contracts, Ministry reporting and compliance processes.</li> </ul>	



# Theme 5 – Findings

- **Key initiatives that need government support:**
  - Funding for collaborative projects (85%)
  - Provision of best practices /promoting success stories and sharing knowledge (71%)
  - Subsidies (45%)
- **Examples of initiatives/actions practices by organizations in support of collaborations include:**
  - Encouragement to partner with other organizations, membership in the associations, attending networking events, using OECM agreements
  - Proactively reaching out to other organizations within the sector
  - Networking at all levels of the organization and active participation in conferences and committees meetings
- **Among key factors to make easier collaboration there are :**
  - Creating a central hub for sharing/enabling cross-sector collaboration (71%)
  - Streamline procurement process (65%)
  - Clearly defined benefits of collaboration (62%)
- **How OECM can support opportunities for collaboration**
  - Continue facilitate opportunities for collaboration (events like Symposium) and connections with other sectors
  - Create or facilitate a creation of platform/central hub for information/resources the sector can access
  - Continue streamline procurement process and grow marketplace by adding new products and services



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Service

# Appendix D: Pre-Symposium Sector Survey - Results Overview

**100+** respondents from Ontario School Boards, Colleges, and Universities

## THEME 1: Current Levels of Collaboration & Future Opportunities

**SAME Sector**  
**86%** of respondents collaborate mostly with institutions within the same sector.

**61%** of respondents currently collaborate within the **same sector** outside of their geographical area but **within the province**.



**51%** of respondents have **5 or more** collaborative projects underway, within the **same sector**.



Current **cross-sector** collaboration is low, with **1-2 collaborative projects** underway across all sectors

### Sector Interest in Cross-sector Collaboration



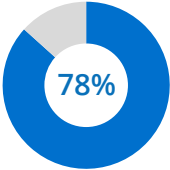
**70%** of respondents consider collaborating with **other sectors and industry departments** most important

Strongest area of opportunity for collaboration: **Technology and Innovation**

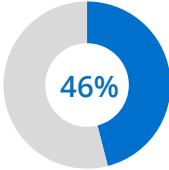
## THEME 2: Barriers to Collaboration & Solutions to Overcome Them

The #1 barrier to collaboration is **TIME**

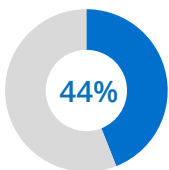
### Barriers identified by respondents



Lack of time to devote to collaboration in addition to regular duties



Lack of alignment around institutional goals

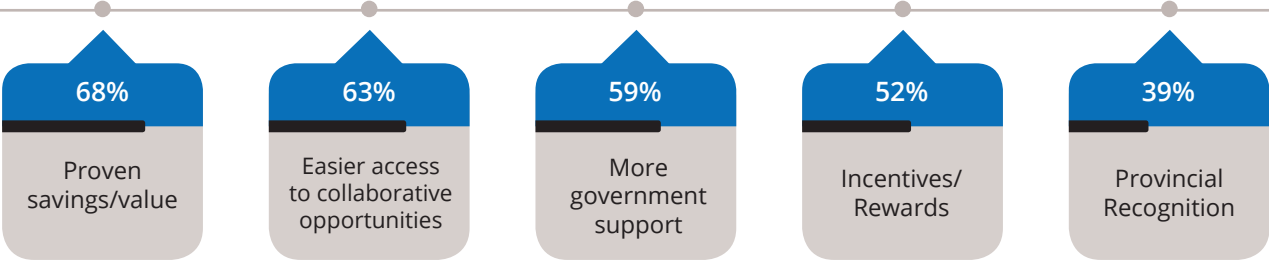


Different mindset/knowledge deficits

### Additional Barriers:

- Lack of resources
- Competition between institutions
- Lack of funding
- Lack of easy access to information about collaboration opportunities

### Top Solutions to Overcoming Barriers to Collaboration



### THEME 3: Quantifying the “Value” generated from Collaboration

#### Value:

- Create efficiencies
  - Generate cost savings
  - Access new resources to increase productivity
  - Increased student experience/opportunities
  - Greater flexibility in addressing students' need:
- Top 3 ranked from survey questions
- Most frequently-cited by respondents

### THEME 4: Models for Sharing in the Success of Collaboration

46%



of respondents have had **some success** with past collaborative initiatives, and feel it could be **greatly improved**.

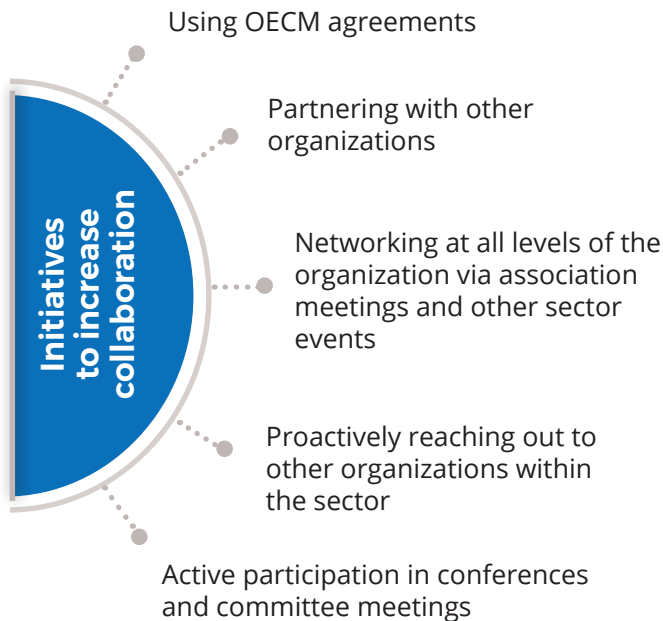
64%



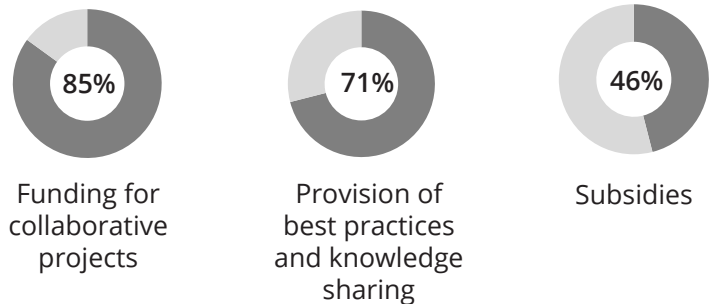
of respondents **often share** success **externally**, with other organizations in their sector through sector meetings and conferences.

Most respondents reported that **internal** sharing of success stories within the organization was **not enough**.

### THEME 5: Provincial Mandates/Directives re: Collaboration



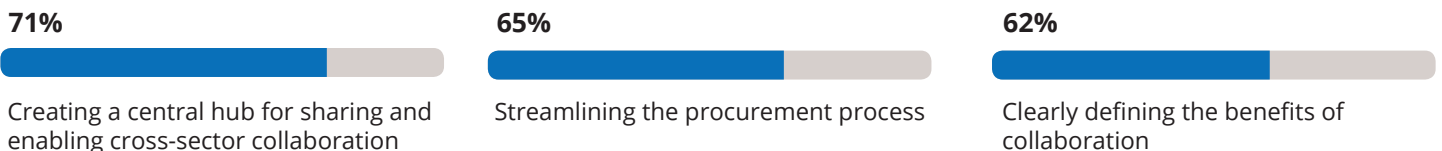
#### Initiatives that could be implemented by the government with support from education sector organizations



#### Opinions regarding provincially-implemented mandates/directives range from:



#### Top 3 ways to encourage collaboration amongst and between the Ontario education sectors



**Appendix E:**  
Post-Symposium Sector Survey -  
Full Results

# Post-Symposium Sector Survey Report

Prepared by Luba Medvedeva  
March 15, 2019



Savings | Choice | Service

# Summary - Response Rate

**Survey period:** February 23 – March 8, 2019

**Total response:** 59 (45%)

- School Boards 52% (31)
- Colleges 25% (15)
- Universities 22% (13)

## Responses by Position/Function

○ Chief Financial Officer	27% (16)
○ Vice President	20% (12)
○ Procurement/Purchasing Management	15% (9)
○ Other* (please specify)	12% (7)
○ Chief Executive Officer	12% (7)
○ Facilities Management	7% (4)
○ Chief Information Officer	5% (3)
○ President	2% (1)

*Other include: Manager of Finance, Superintendent, Controllers, Chief Technology Officer, Associate Director*



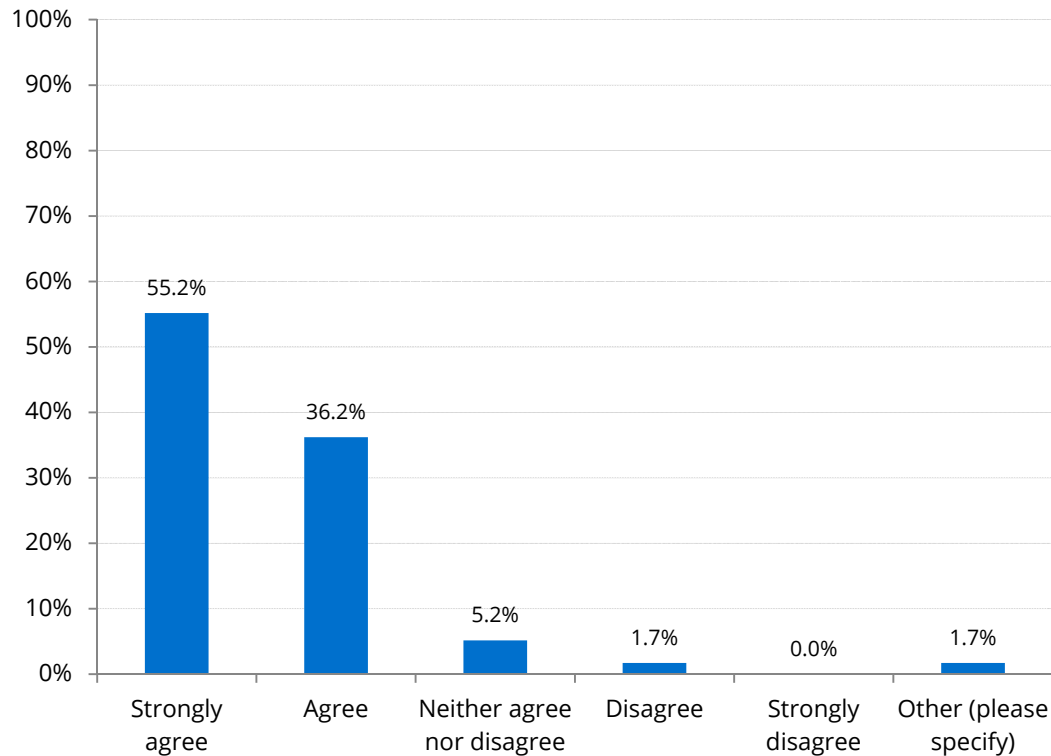
Savings  
Choice  
Service

# Overall Satisfaction



Savings  
Choice  
Service

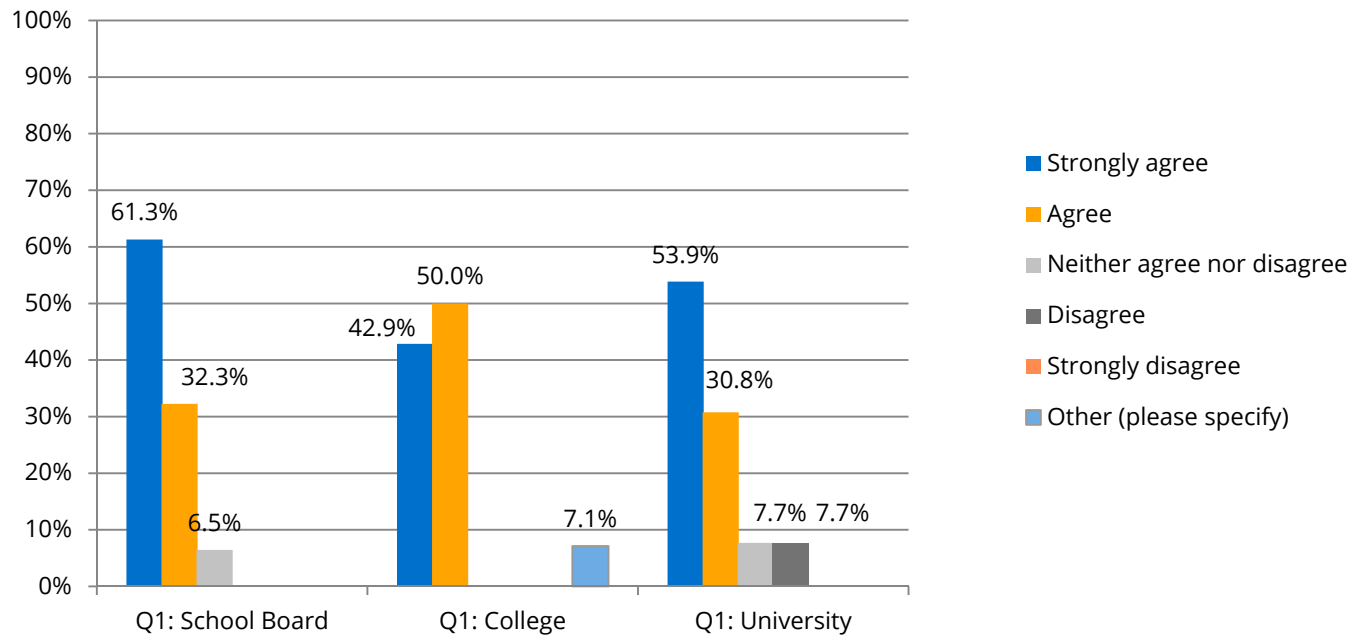
Q3 - Overall, the Symposium met my expectations as an opportunity for collaboration and networking with others in the education sector.



Other comments : *The Symposium did allow for networking and better understanding of different sector needs and their level of understanding as it relates to "collaboration"*  
(College representative)



### Q3 - Overall, the Symposium met my expectations as an opportunity for collaboration and networking with others in the education sector.

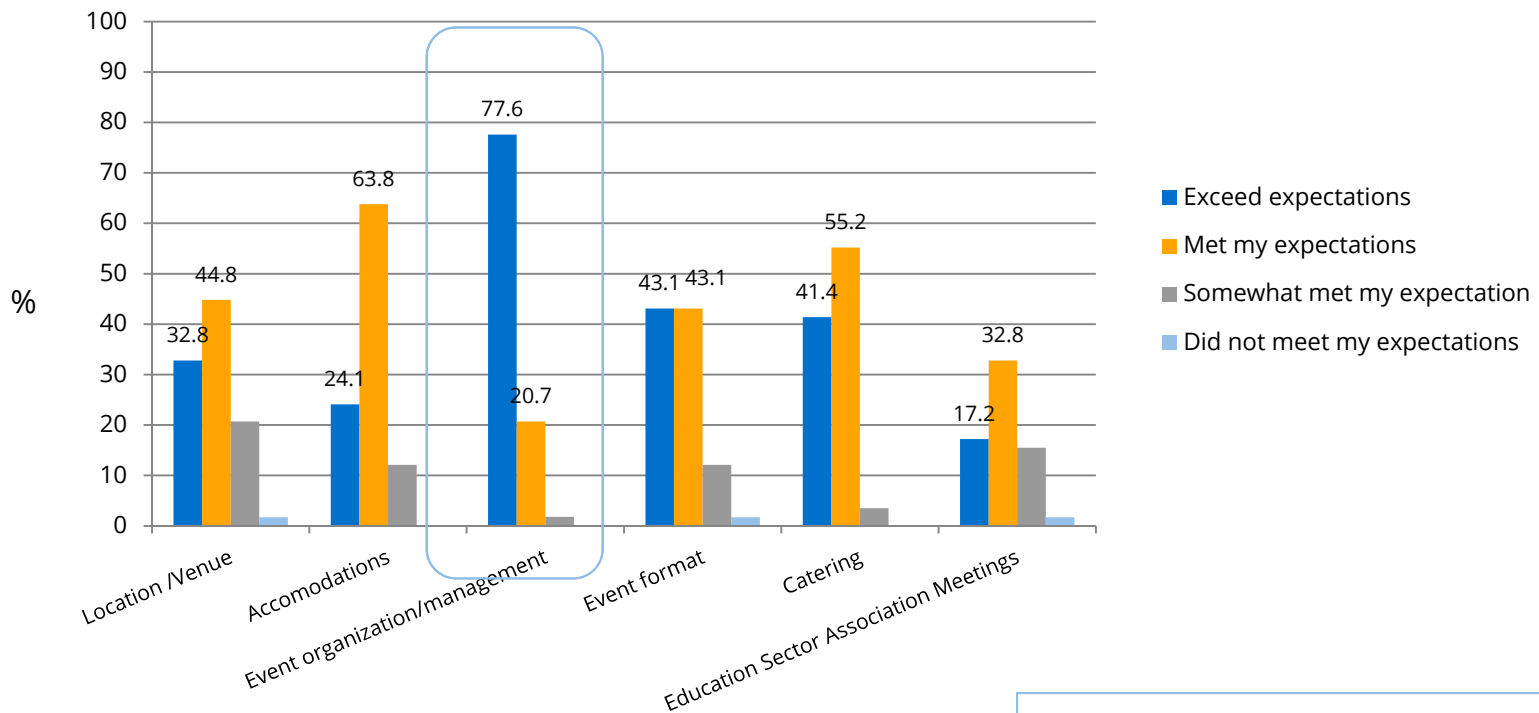


# Q4 - Overall level of satisfaction as it relates to the following components of the Symposium.

	Exceeded expectations		Met my expectations		Somewhat met my expectations		Did not meet my expectations	
• Location/Venue	32.8%	19	44.8%	26	20.7%	12	1.7%	1
• Accommodations	24.1%	14	63.8%	37	12.1%	7	0.0%	0
• Event organization and management (i.e. registration process, communications, response rates, etc.)	77.6%	45	20.7%	12	1.8%	1	0.0%	0
• Event format	43.1%	25	43.1%	25	12.1%	7	1.7%	1
• Catering	41.4%	24	55.2%	32	3.5%	2	0.0%	0
• Education Sector Association Meetings	17.2%	10	32.8%	19	15.5%	9	1.7%	1



# Q4 - Overall level of satisfaction as it relates to the following components of the Symposium.



Event organization and management is #1 by exceeding expectation with 78% of respondents



## Q4 - Overall level of satisfaction as it relates to the following components of the Symposium (comments)

<b>Location/ Accommodation</b>	• Too far away from GTA
	• Not especially easy location to get to.
	• Lovely place but found it somewhat challenging re: Accessibility
	• Collingwood while a nice location is difficult to access. Coming from Ottawa is a 6.5 to 7 hour drive.
	• Venue location was excellent. Just wish the hotel rooms were closer to the conference location.
	• location was not ideal - too far for those travelling via GTA
	• Not convenient to travel to
	• Blue Mountain is nice, but quite a distance for most. Also, the Wednesday evening start was not required.
	• Please book accommodation and meeting rooms in same location. The resort was very busy and the shuttle service was very slow.
<b>Organization</b>	• Well organized event and straight forward meeting agenda, we weren't bouncing around room locations. Venue location was nice to be at a resort.
	• Most conferences I attend are a waste of my time. I found the symposium to be a very good use of my time.
	• Very well organized!
<b>Format /Meetings</b>	• Awesome program. In the future, I would recommend asking Procurement to attend.
	• Would have appreciated more time discussing OECM business
	• COSBO session was cancelled but we were able to meet as SBOs to discuss other urgent items as necessary.
	• the association meeting was too short. The venue not easy to get to.

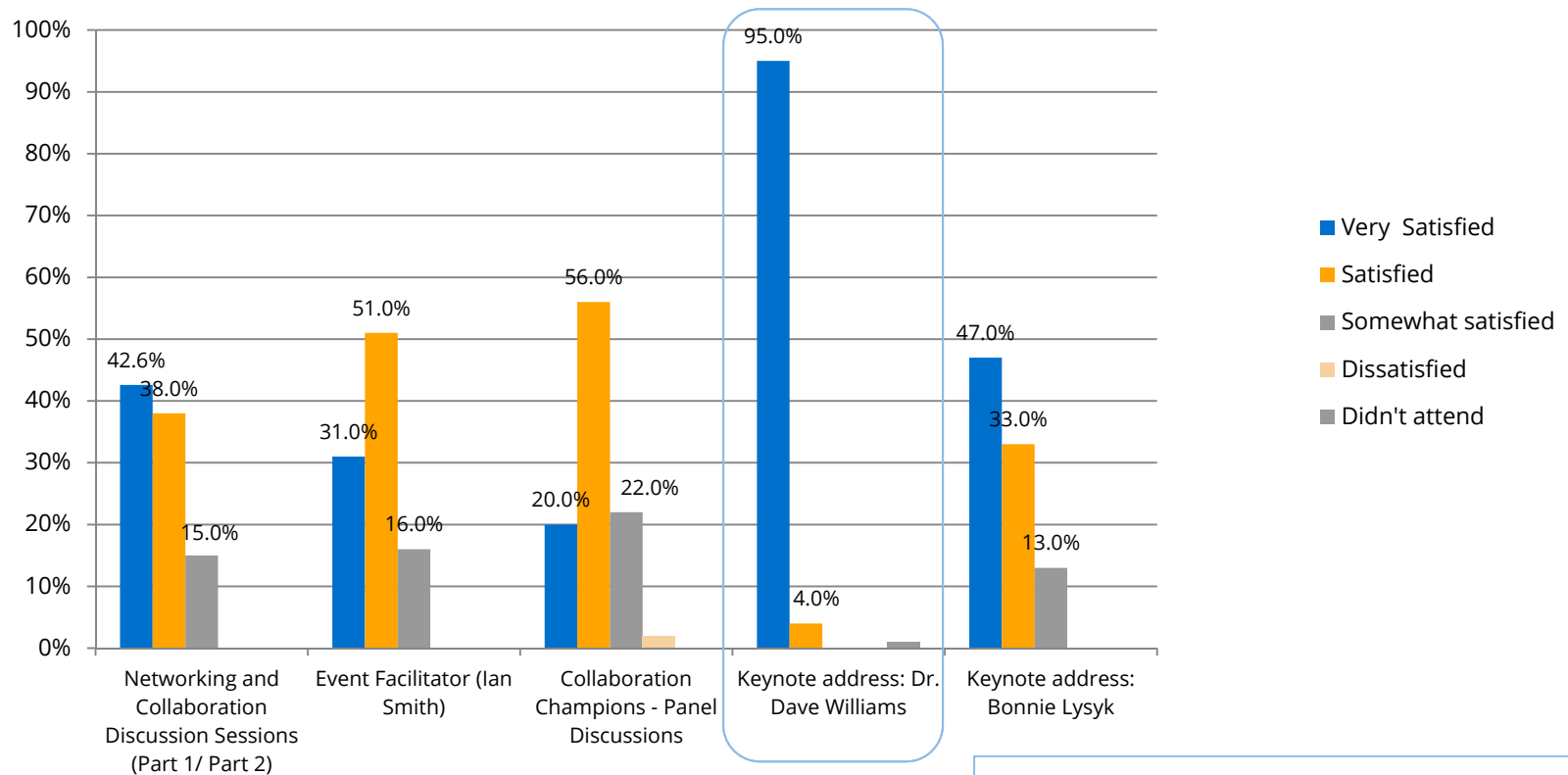


# Experience with Keynote Speakers, Discussion and Topics



Savings  
Choice  
Service

## Q5- How satisfied were you with the quality and relevancy of the presentations and keynote speakers?



Key Note speaker Dr. Dave Williams's presentation received the highest level of satisfaction (95%)



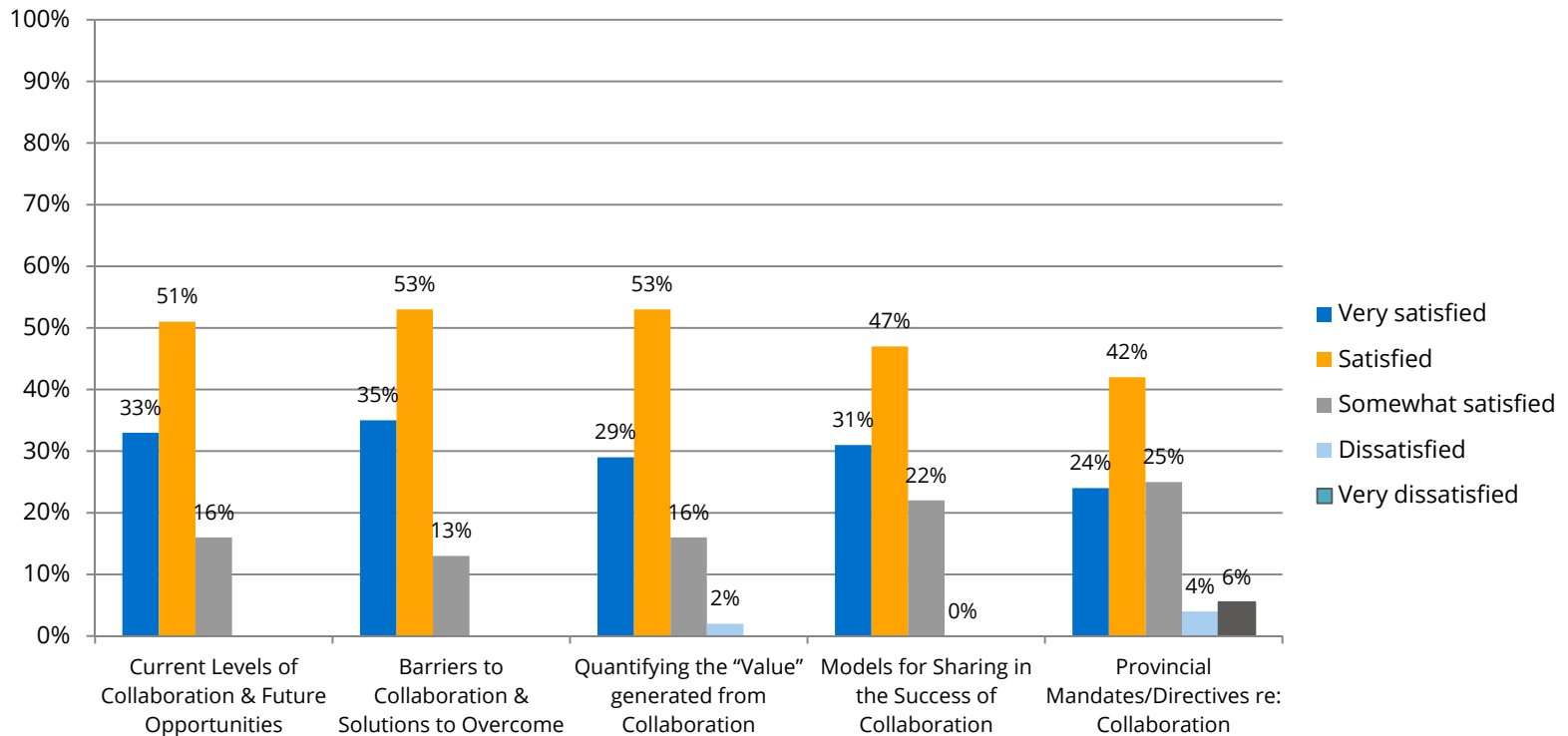
## Q5 -How satisfied were you with the quality and relevancy of the presentations and keynote speakers? (comments)

<b>Keynote address: Dr.. Dave Williams</b>  <b>Keynote address: Bonnie Lysyk</b>	<ul style="list-style-type: none"> <li>• Dr.. Williams was fantastic and thoroughly enjoyed how he stayed and mingled with everyone.</li> </ul>
	<ul style="list-style-type: none"> <li>• Dave Williams was fabulous!</li> </ul>
	<ul style="list-style-type: none"> <li>• Dr. Williams was excellent. A great keynote.</li> </ul>
	<ul style="list-style-type: none"> <li>• Bonnie Lysyk's presentation was a slight letdown, would have appreciated more emphasis and discussion on our sectors, current challenges, and on collaboration opportunities/discussion on mandates perhaps? and less of a historical look back at other sectors. She's a very current and powerful individual, and more was expected from her presentation.</li> </ul>
	<ul style="list-style-type: none"> <li>• Both key note speakers were excellent...congratulations to the organizing committee for arranging to have them speak</li> </ul>
<b>Panel Discussions</b>	<ul style="list-style-type: none"> <li>• The panel seemed long. The information presented was very good and gave much food for thought.</li> </ul>
	<ul style="list-style-type: none"> <li>• Generally a panel is interactive, responding to similar questions so that audience can hear multiple perspectives about same issues. As opposed to individual presentations. Presentations were interesting but it really was not a panel discussion in my mind.</li> </ul>
	<ul style="list-style-type: none"> <li>• All efforts were appreciated! the panel should have had shorter intros and questions could have been submitted in advance (or at least had some FAQs ready to start the discussion rolling)</li> </ul>
	<ul style="list-style-type: none"> <li>• Panel discussions felt very rushed. Perhaps in the future have only three panel members and have them do a deeper dive into the project collaboration and discuss what worked/didn't work etc.</li> </ul>
<b>General</b>	<ul style="list-style-type: none"> <li>• It would have been nice to include a University as part of Collaboration Champions panel</li> </ul>
	<ul style="list-style-type: none"> <li>• I wonder about the impact of whole group debriefs</li> </ul>
	<ul style="list-style-type: none"> <li>• Realities of education sub sector are very different therefore format was not suited to that reality</li> </ul>



## Q6 - Networking and Collaboration Discussion Sessions (Part 1/ Part 2)

How satisfied were you with the quality and engagement level of the discussions, results and outcome specific to the following five themes?



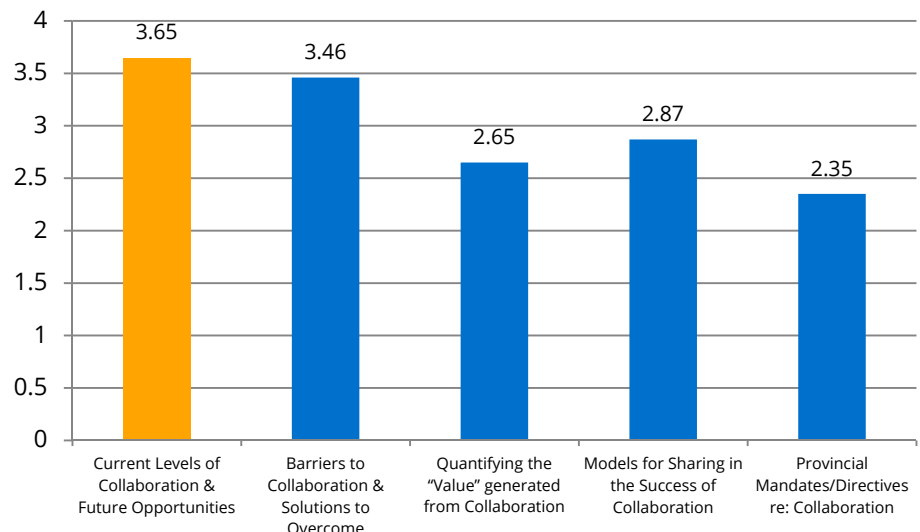
## Q6 - Networking and Collaboration Discussion Sessions (Part 1/ Part 2)

### How satisfied were you with the quality and engagement level of the discussions, results and outcome specific to the following five themes? (comments)

<ul style="list-style-type: none"> <li>• I would have liked to be grouped with my education partners from my region.</li> </ul>
<ul style="list-style-type: none"> <li>• Next steps are key</li> </ul>
<ul style="list-style-type: none"> <li>• Still not sure what the next steps are.</li> </ul>
<ul style="list-style-type: none"> <li>• I found Part 2 disappointing as a re-statement of what we all heard in Part 1. It would have been more impactful to have a summary that pulled out key themes &amp; opportunities and engaged us more with starting to assess what possible next steps could be - something a little more concrete.</li> </ul>
<ul style="list-style-type: none"> <li>• Could have used more discussion on mandates and directives. Would be useful to show level of collaboration with OECM by sector, and by institution - that could potentially let attendees gauge where they are and where they could get to.</li> </ul>
<ul style="list-style-type: none"> <li>• The advance survey while long, was very beneficial in facilitating discussion</li> </ul>
<ul style="list-style-type: none"> <li>• I don't think Provincial mandates are required or necessary</li> </ul>
<ul style="list-style-type: none"> <li>• More needed re call to action and gaining commitment from all 3 sectors; should have brainstormed more specific commodities/areas for future collaboration</li> </ul>
<ul style="list-style-type: none"> <li>• Great discussion and ideas - need to act now</li> </ul>
<ul style="list-style-type: none"> <li>• Repeat above comment...Operational ( Non executive level) impacted discussions</li> </ul>
<ul style="list-style-type: none"> <li>• Collaboration cannot be mandate by definition, the reality of each must be taken into account. Gvt will be well advice to provide incentives for collaboration and removed legislatives/regulations barriers.</li> </ul>
<ul style="list-style-type: none"> <li>• Do not agree with any form of provincial mandate</li> </ul>
<ul style="list-style-type: none"> <li>• Unfortunate that we did not have Ministry input on Collaboration</li> </ul>



**Q7- Based on the discussion outcomes and actionable next steps, which of the five themes has the most relevance/priority to your organization's current needs. Please rank in order of importance (1 most important and 5 least important)**

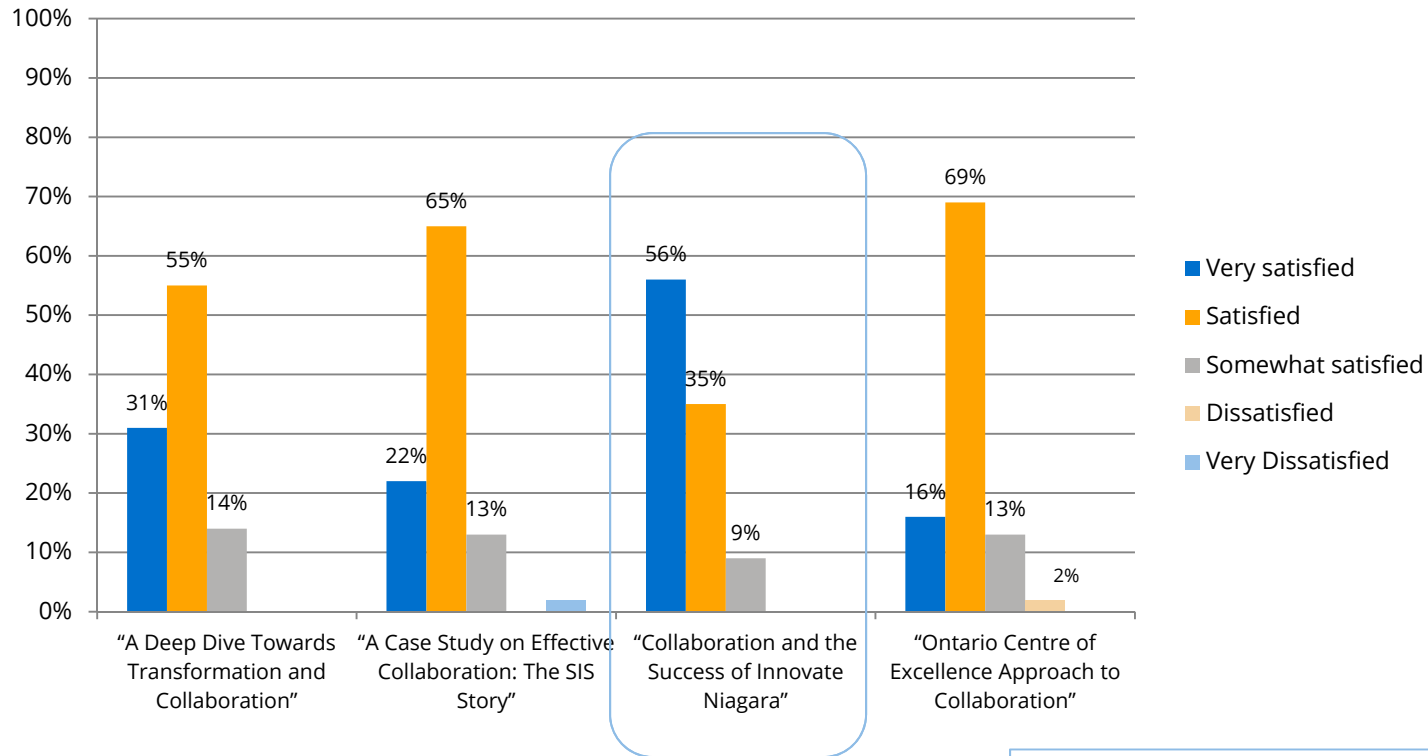


Ranked in order by importance

38% respondents indicated that *"Current Levels of Collaboration & Future Opportunities"* has the highest priority for their organization



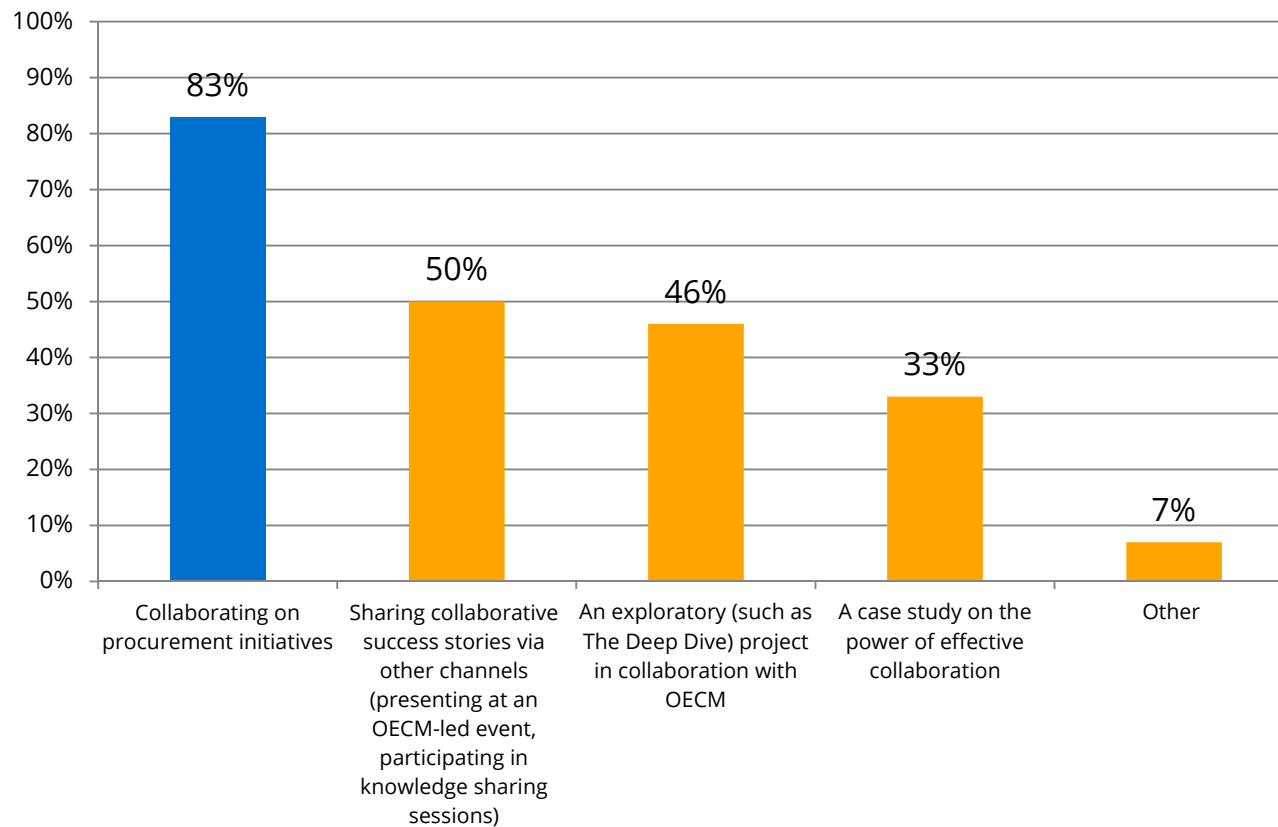
# Q8-Collaboration Champions Panel Discussion How satisfied were you with the presentations, discussions and relevance of shared topics?



"Collaboration and the Success of Innovate Niagara" received the highest level of satisfaction (56 %)

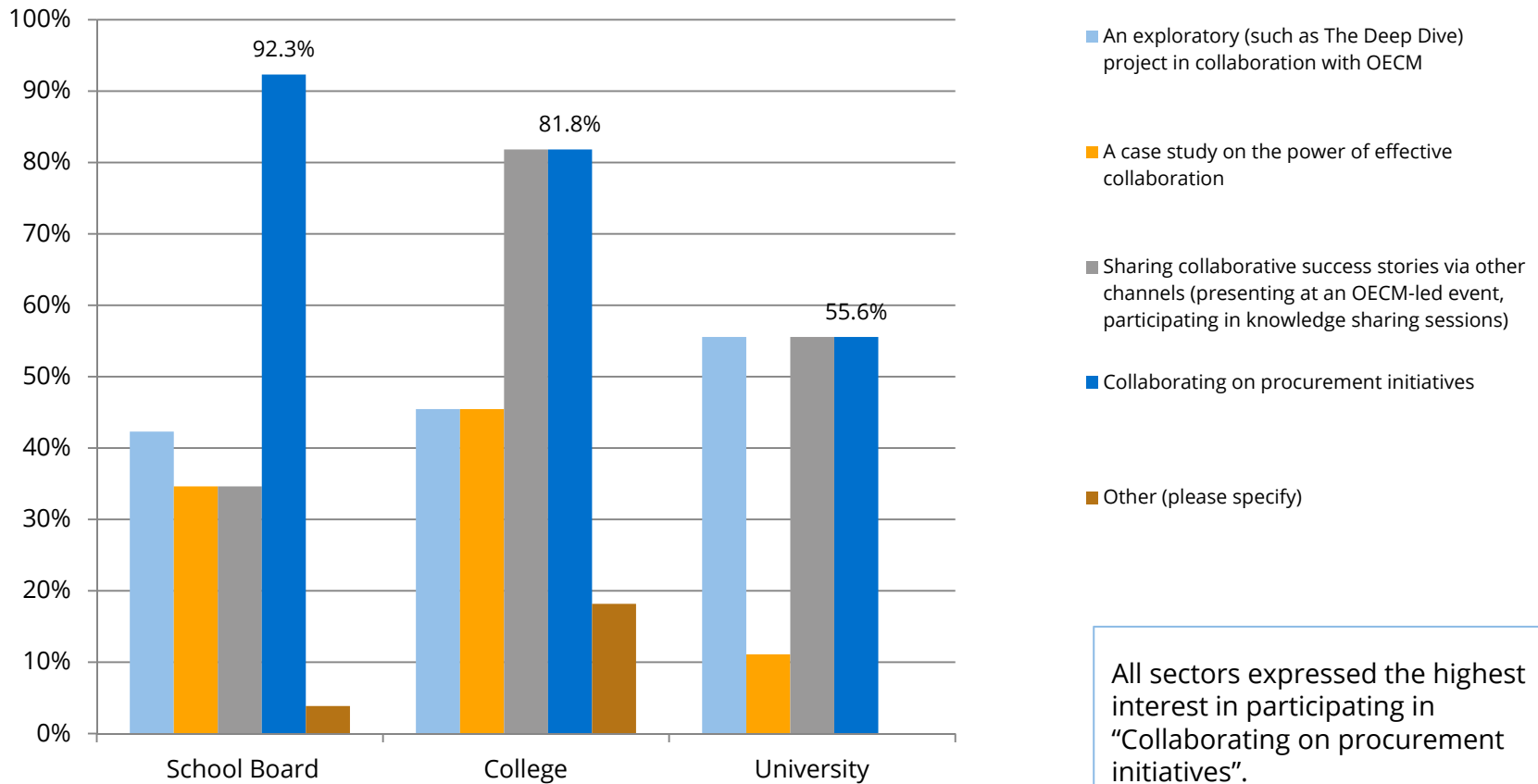


## Q9- Considering your organization's priorities, needs and capacity, would you be interested in participating in the following initiatives in the future?



Savings  
Choice  
Service

## Q9 - Considering your organization's priorities, needs and capacity, would you be interested in participating in the following initiatives in the future?



All sectors expressed the highest interest in participating in "Collaborating on procurement initiatives".



Savings  
Choice  
Service

## Q10-What did you like most about the Symposium? What components did you find especially useful?

<b>Networking/ Collaboration</b>	• The networking between College, University and School Boards. Our breakout session was very interesting. A members shared issues/concerns and possible solutions.
	• Enjoyed the networking opportunity with other members of the sector, the ability to share ideas, strategies, establish networks
	• It was a great opportunity to light the spark of the need to do more with OECM; great opportunity for networking; well needed Symposium; excellent guest speakers.
	• Getting to know folks from the Colleges and Universities (networking).
	• Discussion with my regions other sectors
	• The ability to connect to my counterparts at colleges and universities.
	• Joint table collaboration was great. Excellent idea generation and sharing. Looking forward to the results of the data gathering.
	• The organization of the Symposium was amazing. The symposium created a very unique forum for facilitating dialogue with colleagues from within and outside of the School Board world...
	• Opportunity to network with colleges and universities.
	• Included all three sectors
	• Collaborative work within groups
	• The ability to have all partners together. The location was perfect.
	• Excellent cross-industry networking opportunity. It was a great opportunity to get to know our local college and university colleagues and learn some lessons from the health sector.
	• Opportunity to connect with school board and College/University colleagues, even if I'm not sure the next step.
	• Networking, especially with other sectors
	• Meeting a cross section of attendees from the sectors, Length of symposium was just right, Meeting members of the OECM Board and Council, Working sessions facilitated by the facilitator group worked well, Survey data was good
	• Networking, Collaboration Discussions.
	• Connection with colleagues across and outside of normal channels
	• The mixing up tables with random cross-sector participants for facilitated session, we should do more of that
	• Opportunity to network and meet new people outside our education sector.
• The opportunity to meet with new people, and reconnect with colleagues. The casual atmosphere was also an excellent idea.	
• Meeting and discussion issues in other education sectors	
• The diverse group that was brought to the table i.e. VPs/CFOs to managers.	



## Q10-What did you like most about the Symposium? What components did you find especially useful?

<b>Key Note Speakers</b>	• Hearing about some of the collaboration that's happening in the sector.
	• The keynote speaker, Dr.. Dave Williams. He was very interesting to listen and speak with.
	• The presentation from Dr.. Dave Williams was the best thing.
	• Dr. Dave!!!!
	• Networking and Dave Williams
	• The keynotes.
	• some of the speakers were inspiring and informative. it was interesting to see the spectrum of collaboration that is occurring (or not)
	• The topics were all very good. Opening speaker Dr.. Dave was excellent!! Enjoyed making new connections and meeting colleagues from School Boards.
	• Keynote speakers were very good. Great presentations by Dave Williams and Bonnie Lysyk.
	• The key notes.
	• Dr.. Williams stood out for me. Excellent Bonnie's presentation was also very interesting. Lots of engagement during collaboration sessions. Well done overall!!
<b>Other</b>	• It was a good first step.
	• Facilitation was excellent. Look forward to seeing the compilation of the Symposium outcomes and next steps in continuing the spark created by OECM ! Great venue.
	• It was interesting to hear the perspectives from school boards and universities
	• Very well organized. An A+ rating
	• very well organized. very professional
	• Dave Smith presentation. Obtaining the list of services available through OECM contract.
	• Great organization of the event. It provided a very unique opportunity to meet with colleagues within the University sector and the other sectors
	• The cross sector representative



## Q11-What did you like least about the Symposium?

<b>Location/ Accommodation</b>	• Hiking back and forth from the village. I also did not find the facilitator (Ian) engaging, but very much enjoyed the discussion generated.
	• Well, long drive but it was worth it. And because it was remote, we could keep the group together.
	• The accommodation was a significant distance from the events.
	• Accommodations were separate from the meeting facility.
	• scattered accommodations
	• Shuttle between hotel and conference facility
	• All rooms not in same facility as meeting room, thus need for walking back and forth or shuttle etc., luckily weather was cooperative this time.
	• That not everyone was in the same facility.
	• Venue was good, but would have been preferable to have everything in one space. No shuttle or walking to venue. Or, if held at same venue, choosing a different time of year when weather doesn't play a role would be good.
	• That the conference centre was not close to the hotel room.
	• The location
	• Location While it was great. We didn't need to be there. It could have been held in a more convenient location
	• Hiking back and forth from the village. I also did not find the facilitator (Ian) engaging, but very much enjoyed the discussion generated.
	• Well, long drive but it was worth it. And because it was remote, we could keep the group together.
• The accommodation was a significant distance from the events.	

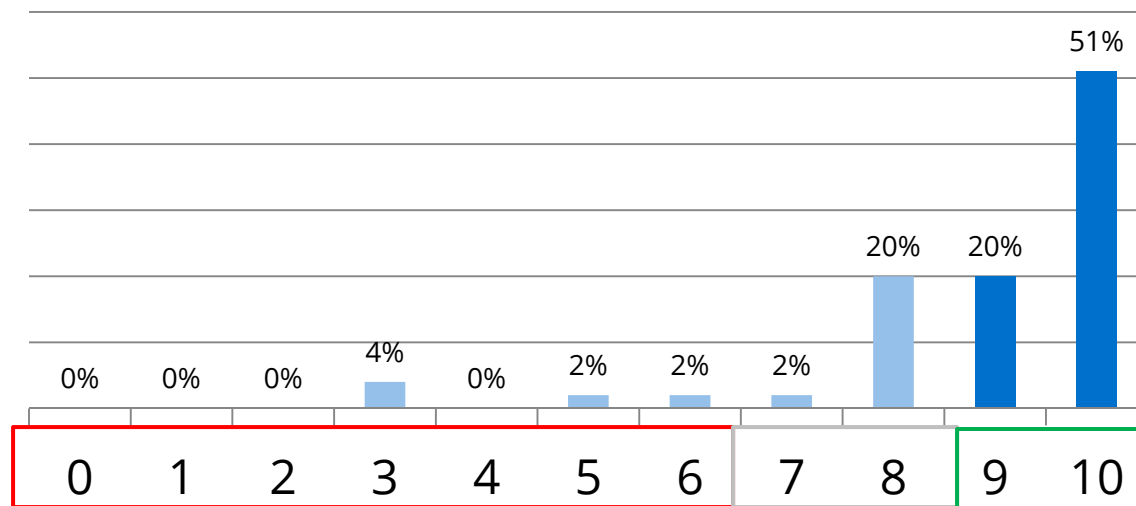


# Q11-What did you like least about the Symposium?

<b>Other (Format, sessions, organizations)</b>	• The second day was a bit unclear on end time and agenda
	• Needed more structure for the breakout organizational meetings
	• I think the panel discussions were a little long
	• I would need more time to think about this. Being the first of many years, it was well planned and facilitated. Next year, we may have a few more guest speakers with a Supply Chain background. Maybe.
	• Not having time to address more than one part of the survey in our group discussions.
	• Not much in terms of formal opportunities to understand different sectors. Mostly people stayed with their groups. The people attending were more operational than I thought (e.g. purchasing officers)
	• Whole group debrief
	• The Thursday collaboration session was great as noted above, but went a bit too long.
	• Presentations did not allow enough exchange
	• Light on what OECD is working on and where OECD sees themselves going next, what else can OECD do for us, - Light on discussing mandates and directives, Light on metrics, but the survey data was informational
	• Should have had more procurement folks there along with execs.
	• The panel
	• The group meeting with purchasers and risk managers was not useful. Could have been moderated or seeded to ensure discussion.
	• Including non senior executives , had the effect of limiting strategic discussions
• Focus around the School board realities	



Q12 - How likely are you to attend one of our events in the future? (0- least likely, 10- most likely).

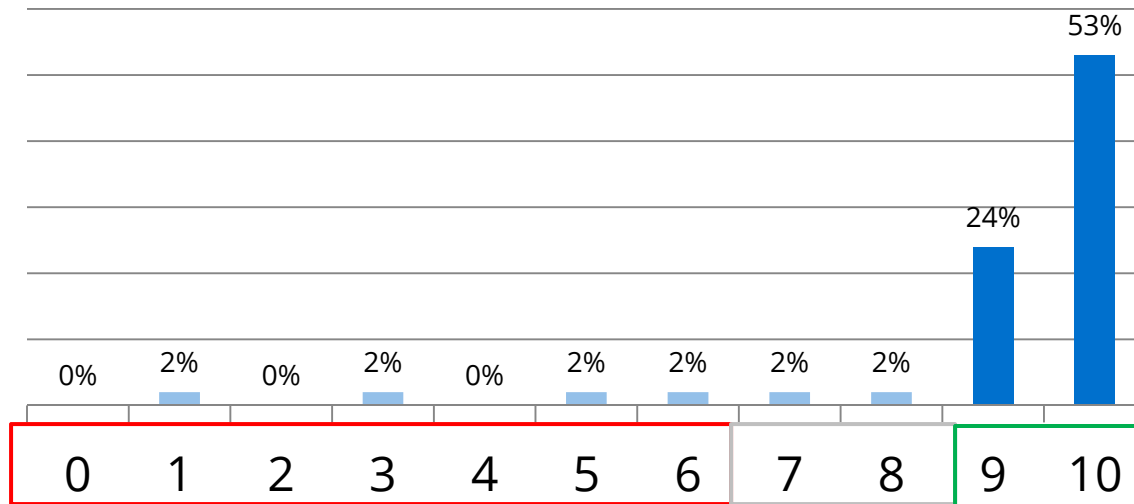


71% of respondents are promoters and most likely to attend another OECM event.



Savings  
Choice  
Service

Q13-How likely are you to recommend this event to a colleague? (0-least likely, 10- most likely)



77% of respondents are promoters and most likely to recommend this event to a colleague.



Savings  
Choice  
Service

# Q14-Do you have any suggestions for improvement or additional feedback about the event that you would like to share?

<b>Format/Content /Speakers</b>	Add project specific discussions, almost like a roundtable opportunity where attendees can take part in projects of interest.
	-Include a government attendee/speaker who can discuss expectations and mandates or targets that they want to see for collaboration, and see if any funding or seed money is available - utilize the association meetings slightly better, have a facilitator there - develop specific action items
	Break out meetings for casual discussion could be provided a theme to guide the discussion Use the opportunity to recruit more CCC members.
	If possible invite more College and University Procurement members.
	More panel examples and presentations before we jumped into group discussions. Would help to bring context across the sector.
	Have fixed agenda for facility meetings
	strictly limit invitations to specific levels. If for senior execs only then only invite senior execs. If IT only , then only invite IT etc.
	Add project specific discussions, almost like a roundtable opportunity where attendees can take part in projects of interest.
<b>Location/ Accommodation Format</b>	Co-locate all accommodations with the event location - particularly in winter.
	Closer to major urban centre. Want opportunities to understand other sectors.
	Change location to improve travel convenience. Sub-sector discussion with government senior official to identify real transformative collaboration..

## Customer Quotes

*Thank you to OECM for organizing and coordinating this event on behalf of the Education Sector in Ontario” (School Board)*

*Excellent Conference!! Enjoyed the Whova App and looking forward to seeing how you top this next year!” (College)*



Savings  
Choice  
Service

# Appendix F:

## Symposium Acknowledgements

OECM would like to acknowledge the following partners. We thank you for your contributions and assistance in making this inaugural event a success!

**Symposium Facilitator:** Ian C. Smith, StrategyCorp

**Venue:** Blue Mountain Resort, Collingwood

**Audio Visual and Tech Support:** Five-Star AudioVisual, Inc., Blue Mountain Resort

**Graphic Recorder/Live Illustration:** Liisa Sorsa, ThinkLink Graphics

**Event Photographer:** GoodCity Photography

**Wine Tasting:** Megalomaniac Winery

**Virtual Reality Experience:** House of VR

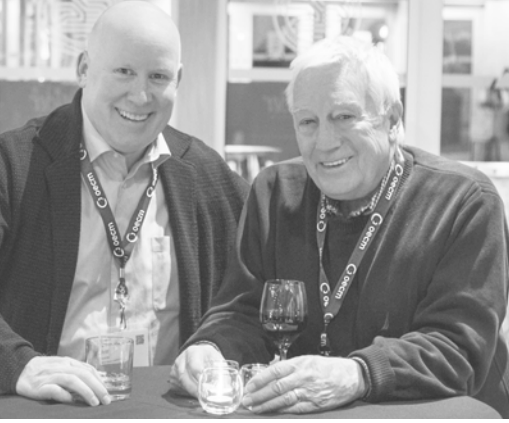
**Dinner Entertainment:** Jazz ensemble provided by students from Collingwood Collegiate Institute

***Students:***

Connor Girdwood  
Noah Green  
Sebastian Handley  
Sid Kinsley  
Braeden Neil  
Niklas Wuerfl  
Alex Wyant

***Director:*** Nicholas Clayton

***Teacher/Sound Engineer:*** Aaron  
Bell



**oecm**  
Savings | Choice | Service

