



Partnerships

These templates can help you and your team examine the return on investment of each partnership. The templates provide examples and forms that can be customized in sustaining partnerships as well as assessing your organization's current partnerships while providing strategies for better ways to work together more effectively to maximize the impact of the partnership.

Most documents include contact information so you can reach out with questions or discuss how they have used the document and any lessons learned.

Grantee examples in this section:

- ★ ***Illinois Manufacturing Excellence Center: Tuition Agreement*** ([pg 2](#))
 - This tuition agreement shares the components of an educational agreement between the grantee and the training provider. This template serves as a model in developing your educational partnership agreement.

- ★ ***Illinois Manufacturing Excellence Center: Memorandum of Understanding*** ([pg 8](#))
 - This Memorandum of Understanding provides an outline of a grantee and their partners' agreement of who will be responsible for what areas of the training program.

- ★ ***CUNY Tech Works: Business Engagement Strategies*** ([pg 9](#))
 - This resource shares the return on investment per partnerships by providing a problem, solution and success story. This resource can be used as a model for developing the return on investment for each of your partners and provides strategies for building and sustaining partnerships.

- ★ ***Illinois Manufacturing Excellence Center: Calumet Industry Sector Partnership*** ([pg 22](#))
 - This resource provides an example of the development of an effective Industry Sector Partnership in the Illinois region. A flyer like this describes the impacts that were made within the region and can be shared with partners to promote the program.

Illinois Community College
America's Promise Grant - Illinois Manufacturing Excellence Center (IMEC)
Tuition Agreement

THIS AGREEMENT is entered into by and among the Participating Community Colleges and the Participating Illinois Manufacturing Excellence Center (IMEC) Agent for the express purpose of providing in-district resident tuition rates for all America's Promise Grant - IMEC students.

PARTICIPATING COMMUNITY COLLEGES	PARTICIPATING ILLINOIS MANUFACTURING AGENT
Moraine Valley Community College	Calumet Area Industrial Commission
Prairie State College	
South Suburban College	
City Colleges of Chicago	

WITNESSETH:

WHEREAS, by means of this Agreement, the parties hereto desire to offer in- district tuition rates to students who are approved for study under the America's Promise Grant - IMEC and who are residents of any of the signatory Illinois community college districts; and

WHEREAS, the parties hereto believe this Agreement should be one of the means to establish a viable method of cooperation between the parties hereto; and

WHEREAS, this Agreement supersedes and takes the place of any and all prior cooperative Agreements on this subject, and that all said prior Agreements are hereby terminated.

NOW THEREFORE, in consideration of the mutual covenants hereinafter contained, the parties hereto agree as follows:

1. Party Identification

For the purpose of this Agreement, "Participating Colleges" refers to an Illinois Community College signatory of this Agreement. "Participating Illinois Manufacturing Agent" refers to an America's Promise Grant - IMEC Grantee/Fiscal Officer (as required) signatory of this Agreement. "America's Promise Grant - IMEC Student" refers to a student who is eligible and approved for study at a Participating College by a Participating Illinois Manufacturing Agent under the America's Promise Grant - IMEC, and who is a resident of one of the Participating College districts.

2. Terms of Agreement

The educational programs offered by the Participating Colleges under this Agreement shall be classes and programs approved by the Illinois Community College Board and the Illinois Board of Higher Education. The Agreement applies only to classes and programs of study approved and paid for by America's Promise Grant - IMEC funds administered by Calumet Area Industrial Commission in Illinois.

3. Duration of Agreement; Termination of Agreement

This Agreement, with an expiration date of March 31, 2022, shall be in force beginning April 1, 2019 and upon adoption by at least one Participating Illinois Manufacturing Agent and by the Boards of Trustees of at least two Participating Colleges. The Agreement shall continue so long as there are at least two Participating Colleges and at least one Participating Illinois Manufacturing Agent that have not terminated their participation in the Agreement pursuant to Paragraph 4 below. In the event of termination of the Agreement, America's Promise Grant - IMEC Approved Students who entered an educational program prior to termination of the Agreement will be allowed to complete the program under the terms of this Agreement which were in force at the time the Students entered the program.

4. Termination of Participation in Agreement

The President of a Participating College or the Chairperson of a Participating Illinois Manufacturing Agent which desires to terminate its participation in this Agreement shall give 60 days notice, prior to the start of the ensuing semester, to each of the other signatories of this Agreement. Conditional upon the giving of such written notice, that Participating College's or Illinois Manufacturing Agent's participation shall terminate effective with the start of the ensuing semester; provided, however that America's Promise Grant - IMEC Students of the terminating College or Illinois Manufacturing Agent who entered an educational program prior to such termination will be allowed to complete the program under the Willis of this Agreement which were in force at the time the Students entered the program.

5. Amendments to Agreement

Amendments to this Agreement, other than the addition or the termination from participation of a Participating College or Participating Illinois Manufacturing Agent, may be made only by written consent of all parties. To be effective, such amendments shall be prepared in the form of an Addendum to this Agreement, and shall be approved in writing by each Participating Illinois Manufacturing Agent and by each Participating College. Amendments to this Agreement shall also be approved by the ICCB, as appropriate. In the event of amendments to this Agreement, America's Promise Grant - IMEC Approved Students who entered an educational program prior to such amendments shall be allowed to complete the program under the terms of this Agreement which were in force at the time the Students entered the program.

6. Coordination and Distribution of Amendments to Agreement

The Illinois Community College Board, in consultation with Participating Colleges and Illinois Manufacturing Agents, will coordinate and timely distribute amendments to this Agreement to Participating Colleges and Illinois Manufacturing Agents.

7. Student Eligibility

Upon approval from the Illinois Manufacturing Agent providing the America's Promise Grant - IMEC funding, an America's Promise Grant - IMEC Approved Student may take advantage of the educational opportunity provided through this Agreement to apply for acceptance into classes or a program available at any of the Participating Colleges. A student who does not reside in a Participating College district is not eligible to become an America's Promise Grant - IMEC Approved Student under this Agreement.

8. Registration

Upon written approval from the Participating Illinois Manufacturing Agent, an America's Promise Grant - IMEC Approved Student shall register at the Participating College of choice, which shall be deemed to be the Student's home district for the period of the Student's enrollment. Under the terms of this Agreement, America's Promise Grant -IMEC Approved Students may take courses approved by the Participating Illinois Manufacturing Agent at any Participating College.

9. Additional Educational Services

The Participating College shall provide America's Promise Grant - IMEC Approved Students with access to its Learning Resources Center and other instructional resources, equal to the access provided for any other students at its campus. The Participating College shall also provide counseling/guidance and other services to facilitate the learning process for America's Promise Grant - IMEC Approved Students,

10. Records and Recognition of Completion

The Participating College shall maintain admissions records and transcripts and issue any and all degrees or certificates to America's Promise Grant - IMEC Approved Students completing the educational program.

11. Scholarships and Student Activities

The Participating College shall be considered the home district for athletic eligibility and/or any activity in which the America's Promise Grant - IMEC Approved Student officially represents an institution, as well as for military and Illinois State Student Assistance Commission Scholarships. Athletic eligibility will be determined by the rules of the

Participating College's athletic conference. An America's Promise Grant - IMEC Approved Student may be eligible at the Participating College for any of its other extracurricular activities, scholarships, or other recognition of excellence in the program in which the America's Promise Grant - IMEC Approved Student is enrolled.

12. Communication of Agreement

The Participating Illinois Manufacturing Agent shall communicate the terms of this Agreement to America's Promise Grant - IMEC Approved Students attending a Participating College, who will be responsible to comply with all conduct and operating rules and conditions of the campus they are attending.

13. Reimbursement

The Participating College which enrolls an America's Promise Grant - IMEC Approved Student shall be entitled to file all claims for state apportionment with respect to that America's Promise Grant - IMEC Approved Student, as to programs covered by this Agreement.

14. Transportation

America's Promise Grant - IMEC Approved Students shall be responsible for their own transportation to and from Participating Colleges.

15. Tuition and Fees

An America's Promise Grant - IMEC Approved Student will pay the in-district resident tuition and fees of the Participating College which enrolls the Student. America's Promise Grant - IMEC Approved Students seeking state or federal financial assistance are required to apply for such assistance through the Participating College which has enrolled them.

16. FTE Reporting

For purposes of capital development (construction space) funding, FTE enrollment in the classes taken by America's Promise Grant - IMEC Approved Students shall be reported by the Participating College which has enrolled them.

17. Student Enrollments

The Participating Colleges shall be treated as one community college district for purposes of admission to programs covered by this Agreement. However, when program space is limited, a Participating College may give priority consideration for enrollment in that program to individuals who reside in that Participating College district.

18. No Chargebacks

Participating Colleges will not pay chargebacks to one another with respect to America's Promise Grant - IMEC Approved Students.

19. Principal and Agent

Nothing contained in this Agreement shall be interpreted to or shall operate to create a relationship of Principal and Agent between the parties.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date and year first above written.

PARTICIPATING COLLEGES	PARTICIPATING ILLINOIS MANUFACTURING AGENT
Moraine Valley Community College	Calumet Area Industrial Commission
Prairie State College	
South Suburban College	
City Colleges of Chicago	

*Illinois Community College
America's Promise Grant - Illinois Manufacturing Excellence Center (IMEC)
Tuition Agreement*

Illinois Community College Signature

College District Number: 508	
College Designee for the Agreement:	President
Contact Information:	
Signature and date:	
Board of Trustees of Community College District No. 508, County of Cook and State of Illinois	
By: _____	

Illinois Manufacturing Agent Signature

Calumet Area Industrial Commission (CAIC) Designee for Agreement:	President and CEO
Contact Information:	Calumet Area Industrial Commission
Signature and Date:	

Approved as to Legal Form:

By: _____

Memorandum of Understanding and Cooperation
Between Illinois Manufacturing Extension Center
The Calumet Area Industrial Commission
Chicago Federation of Labor
Joliet Junior College

This Memorandum of Understanding sets forth an understanding between the above parties whereby each will cooperate to increase manufacturing training opportunities for both Cook and Will County residents utilizing funding administered by IMEC under America's Promise Grant.

Joliet Junior College agrees to provide the following:

- Joliet Junior College will work with the Illinois Manufacturing Extension Center, the Calumet Area Industrial Commission, and the Chicago Federation of Labor to promote the opportunities available to students in the JJC District to enter into manufacturing programs.
- Joliet Junior College will provide student information to Illinois Manufacturing Extension Center/Calumet Area Industrial Commission regarding courses enrolled in, grades received, etc., upon receipt of a Release of Information form agreement between the College and the student.
- Joliet Junior College will invoice Calumet Area Industrial Commission/Illinois Manufacturing Extension Center for the eligible student tuition and fees.

Calumet Area Industrial Commission agrees to provide the follow:

- Calumet Area Industrial Commission will provide the release form students need to complete to satisfy the Promise Grant requirements (attached to this agreement).
- Calumet Area Industrial Commission will provide all marketing resources to Joliet Junior College.
- Calumet Area Industrial Commission will be responsible for the tuition and fees for all eligible students.

It is further agreed by the parties signed below that each will provide necessary documentation needed under the grant requirements to satisfy Department of Labor standards.

Each party will supply Promise Grant Participant written release of information forms upon demand to supply information to IMEC, Illinois Dept. of Employment Security, CAIC and CFL. See attachment.

For Illinois Manufacturing Extension Center

President

For The Calumet Area Industrial Commission

President

For Chicago Federation of Labor

President

For Joliet Junior College

President



CUNY TechWorks

Business Engagement Strategies

The Problem

“

[the demand for qualified IT workers] remains stubbornly high in New York City. Due to this need for skilled IT workers, many **employers have shifted towards skills-based hiring approaches.** As IT occupations become more specialized and skill sets become more discrete, companies **depend less on traditional measures** like bachelor degrees and grade point averages in their hiring decisions.

”

The Opportunity

The mission of the project is to

connect underrepresented and low-income

New Yorkers to the growing number of opportunities
in New York City's thriving tech sector

via **no-cost, applied skills education and training**

The Solution

The CUNY TechWorks program offers **three technical tracks** in

1. Software Development
2. User Experience Design (UX)
3. IT Systems Administration (Networking).

The programs are designed to give participating students the right mix of **hands-on, real-world technical skills and training** needed by local companies within the CUNY academic ecosystem.

Eligibility

18 years old

High school diploma, GED, or passed the TASC

Eligible to work in the United States

Able to physically attend classes

How It Works

Borough of Manhattan Community College | (IT Management)

Length of Program (2 options):
- 22 weeks

Students Graduate With:

- ✓ CCNA Certification
- ✓ CompTia A+ Certification
- ✓ Portfolio of Work

Cohort Size:
10-25 students/cohort

- Highlights:**
- ✓ Quickest path to employment
 - ✓ College credits
 - ✓ Daytime classes
 - ✓ Evening classes
 - ✓ Taught by industry experts.
 - ✓ Paid internships
 - ✓ Online portfolio development
 - ✓ Career counseling and job placement
 - ✓ Weekly professional development workshops

Kingsborough Community College | (User Experience)

Length of Program):
- 15 weeks

Students Graduate With:

Portfolio of Work

Cohort Size:
10-25 students/cohort

- Highlights:**
- ✓ Classes at KBCC or City Tech Brooklyn campuses
 - ✓ Quickest path to employment
 - ✓ Daytime classes
 - ✓ Taught by industry experts.
 - ✓ Paid internships
 - ✓ Online portfolio development
 - ✓ Career counseling and job placement
 - ✓ Capstone portfolio development

Queensborough Community College | (Software Dev)

Length of Program (2 options):
- 10 week intensive full-time summer bootcamp
- 2 semester part-time program

Students Graduate With:

- ✓ College-credit courses that can be applied towards QCC's AAS degree in Information and Internet Technology
- ✓ Portfolio of Work

Cohort Size:
10-25 students/cohort

- Highlights:**
- ✓ Quickest path to employment
 - ✓ College credits
 - ✓ Daytime classes
 - ✓ Taught by industry experts.
 - ✓ Paid internships
 - ✓ Online portfolio development
 - ✓ Career counseling and job placement
 - ✓ Evening classes for Part-Time for credit program option
 - ✓ Weekly professional development workshops

ROI of Partnering with CTW | Part 1

Pre-Screening

Rigorous Case Management process:

- Interview process
- Verification of under-employment
- Notification that a background check can be performed if placed at a Job
- Completion of the TABE test
- Verification of Status to work in the US

Cost of Recruitment vs. Outsourcing

- Focus on your Core Business

Staffing operations demand time and energy – which drives resources away from the core business. With partnering with a program like us, your organization can return its focus to the main priorities, which can fuel growth and improve overall effectiveness.

-Save Money

Costs involved with recruiting activities include posting on job boards, conducting background screenings, and investing in applicant tracking systems and recruitment technology. Outsourcing your recruitment process streamlines these costs. It's even more cost-effective if you have positions that remain open for long periods of time or struggle with high employee turnover.

-Find the Best Candidates.

By partnering, your organization can improve your talent acquisition strategy by leveraging their experience to find the best professionals for your team.

ROI of Partnering with CTW| Part 2

Job Readiness Prep

-Individual Attention

Our Job Developers and Tech Liaisons would be able to determine the appropriate individual who fits best with your organization and individually work with *each individual student* to fit your needs.

-Professional Development

Our team works with students through Soft skills workshops, Interview Mocks, Resume and Cover Letter prep, and Career Counseling

Talent Diversity

- Bachelor Degrees

Many of tech participants who enter our program have a Bachelor's degree with some work experience, looking to change their career and or up-skill their knowledge.

- Diversity of Experiences

Our program is
40% female

NYC Tech
25% female

National
25%

Our program is
29% Black
23% Latino
28% Asian

NYC Tech
7% Black
11% Hispanic
23% Asian

National
7% Black
6% Hispanic

How to Partner |

Part 1/3

On The Job Training (OJT):

On the Job Training can bridge the divide between unemployment and employment by addressing gaps in an individual's skills and what is required for a particular occupation. Individuals who participated in OJT in the past have demonstrated improved labor market attachment and enhanced job tenure, as illustrated by higher rates of job placement and retention. OJT also offers participants a "learn and earn" training option, allowing individuals to learn new skills while earning a regular paycheck.

Success Story

Michael came to Peninsula Worklink in mid-October 2016, with a growing family to support and no real skill set. He already had a GED but had been working only part time and earning only minimum wage. He needed to find full-time employment. He and his Career Planner decided on a referral to the OJT Program. His Work Keys assessment earned him a silver CRC with Level 6 scores in both reading and math. For the next three weeks he applied to every job posting that was sent to him and attended every hiring event at the AJC. Each prospective employer was offered the OJT wage reimbursement. Michael was being considered for employment with three local companies, when Canon Virginia made the first offer and he accepted an OJT slot as a Manufacturing Production Technician. He began his OJT with Canon Virginia at \$11.65/hr. and completed 480 on-the-job training hours in just four months. He is now eligible for company sponsored benefits, which includes tuition assistance, and at the end of his first quarter follow-up, is earning \$12.25/hr. He has been offered unsubsidized on-the-job training to learn maintenance and repair of Canon's industrial machinery.

**Story provided by the US Department of Labor*

How to Partner |

Part 2/3

Internships:

Internships are part of a structured program where the grantee establishes the criteria for determining who will participate in these programs; are for a set period of time that is generally limited in duration, but may be flexible to allow interns to spend limited time in the classroom; support the attainment of credentials in the individual's expected career field (where such credentials exist); relate to training provided through the grant and help participants prepare for employment opportunities on which the grant focuses; and, do not necessarily carry an offer of regular employment upon successful completion of the internship.

Success Story

Two Queensborough Community College TechWorks students, Dmitriy Kan and Ka Cheng, landed exciting new internships where they will be helping to revamp Kingsborough Community College's internal web application. Dmitriy and Ka will be working with a UX researcher to implement a new website framework prototype, and will simultaneously be working with the database admin to develop new functionalities and improve the application's architecture. Dmitriy and Ka will have the opportunity to use the programming languages they have learned through the Queensborough Community College TechWorks' program in a collaborative educational environment where they will also receive training in managing deadlines, project phases and the software development life cycle. Originally Kingsborough Community College only intended to hire one student, but they were so impressed with both Dmitriy and Ka's ability to problem-solve from a coding perspective (they were given written challenges to complete) and were able to show the logic behind their answers; which lead them to to hire both students as interns.

How to Partner |

Part 3/3

Apprenticeships:

Registered Apprenticeship programs combine job-related technical instruction with structured on-the-job learning experiences. ONLY BMCC is currently offering registered apprenticeship programs. Apprentices are hired and earn a wage upon registration, and receive progressive wages commensurate with their skill attainment throughout the training program. After completion of a Registered Apprenticeship program, the apprentice earns a nationally recognized credential from the Department of Labor that is portable and stackable.

Success Story

Jonathan Wang was in the first cohort of the America's Promise grant in 2017. He successfully passed the A+ and Cisco Certification exams. Upon graduation, Jonathan interviewed and successfully secured an IT USDOL granted apprenticeship at Borough of Manhattan Community College. Jonathan utilized his IT core competencies and upon completion of the 9 month program, Jonathan enrolled as a Computer Science student at BMCC and is also working full time with his classmate at Liquid Technology in Brooklyn, NY via his Career Counselor. His career has changed towards an ever evolving IT career while gaining hands on experience.

Press

CTW Grow with Google Learning Center Feature

<http://bit.ly/ctwpress>

CUNY TechWorks Website

www.bit.ly/CUNYTechWorks

Contact Us

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About the Calumet Manufacturing Industry Sector Partnership (CMISP)

Introduction to the Calumet Manufacturing Industry Sector Partnership

The Calumet Manufacturing Industry Sector Partnership (CMISP) represents a collaborative effort to launch an unprecedented company-led sector-based partnership in the Calumet region (defined broadly as the south side of Chicago, southern Cook County, eastern Will County and northwest Indiana). The convening group of CMISP is bound by a Memorandum of Understanding that outlines an agreement to lead the implementation of programs and activities to engage manufacturing business leaders. It is led by the following convener organizations: Chicago Southland Economic Development Corporation, Chicago Cook Workforce Partnership, Calumet Area Industrial Commission, Chicago Federation of Labor Workforce and Community Initiative, OAI, Inc., the Illinois Manufacturing Excellence Center, and the Chicago Metro Metal Consortium, Cook County Bureau of Economic Development.

Why this is important

The conveners, along with an extension of public partners, currently participate in efforts to engage companies to support job development, leverage limited resources, and spur economic growth. However, these efforts are often done independently of one another and without input from employers. They tend to be reactive and responsive. Using the Next Generation Sector Partnerships model, however, companies and their needs drive the agenda and effort.

CMISP leverages existing efforts in industry pipeline development in the Calumet region, underway through various simultaneous initiatives including the Calumet Green Manufacturing Partnership and the Chicago Metro Metal Consortium, to pull together industry champions and provide an employer-driven focus for the strategic alignment of resources.

Next Generation Sector Partnership Model

Next Gen Sector Partnerships are partnerships of businesses, from the same industry and in a shared labor market region, who work with education, workforce development, economic development and community organizations to address the workforce and other competitive needs of the targeted industry. This model helps various stakeholders collectively engage industry more deeply. Community support is a team effort, with education, workforce, and economic development organizations working together to respond to identified priorities through the industry-led partnership.



Next Gen Sector Partnerships allow industry leaders to design their own agenda and be poised for collective action as a result. Businesses champion priorities and offer their commitment to advance solutions. The partnerships tackle more than just workforce issues, focusing on whatever businesses deem important, such as access to capital, infrastructure needs, supply chain issues, etc. Industry sits at the table and guides the agenda, while community partners are in listen-only mode on the outside perimeter.

Impact

Next Gen Sector Partnerships produce results. For example:

- The East Bay Advanced Manufacturing Partnership in California created a customized education pathway for their top critical occupations, which quickly became the common framework for multiple high schools, junior colleges and the Workforce Board to align curriculum.
- The Kingman and Mohave Manufacturers Association in Arizona created a freight sharing program that allowed for regional manufacturers to coordinate shipments, saving on transportation costs. Member manufacturers also helped create a shared training space in a member company's facility, co-funded a mobile training unit for upskilling existing workers in rural manufacturing facilities, and significantly expanded existing manufacturing-related apprenticeships.
- The Gallatin Valley Manufacturing Partnership in Montana is designing a 9-day manufacturing curriculum module to be offered in local high schools throughout the region. The curriculum was developed by a team of manufacturers working with education partners and will be taught by guest instructors from regional manufacturing companies. It includes guest speakers, field trips to local manufacturing companies, and classes offered by Gallatin Community College.

The CMISP aims to generate similar results.

More information about the Next Gen Sector Partnership model can be found at <http://www.nextgensectorpartnerships.com/>.

For more information, please feel free to contact any one of the Partnership's members.

Partner Organization	Contact Name	Contact Email
Calumet Area Industrial Commission	Tom DuBois	tom@calumetareaindustrial.com
Chicago Cook Workforce Partnership	Phaedra Leslie	pleslie@workforceboard.org
Chicago Federation of Labor Workforce and Community Initiative	Eileen Vesey	veseye@cflwac.org
Chicago Metro Metal Consortium	Vanessa Uribe	vanessa.uribe@cookcountyil.gov
Chicago Southland Economic Development Corporation	Reggie Greenwood	reggie.greenwood@chicagosouthlandedc.org
Cook County Bureau of Economic Development	Irene Sherr	irene.sherr@cookcountyil.gov
Illinois Manufacturing Excellence Center	Ray Woodworth	rwoodworth@imec.org
OAI, Inc.	Mollie Dowling	mdowling@oaiinc.org