

BUILDING STRONG COLLEGE-INDUSTRY PARTNERSHIPS

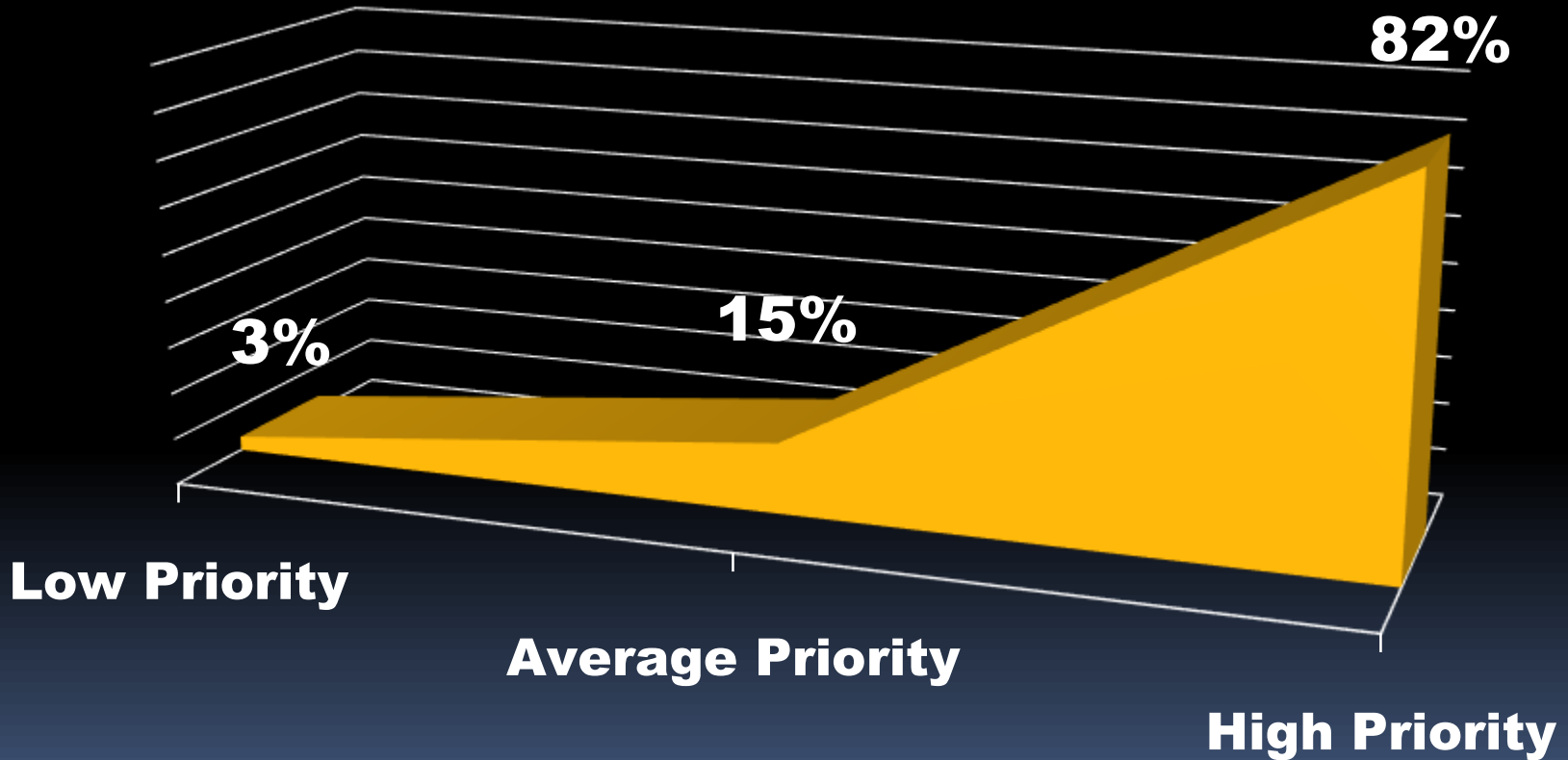
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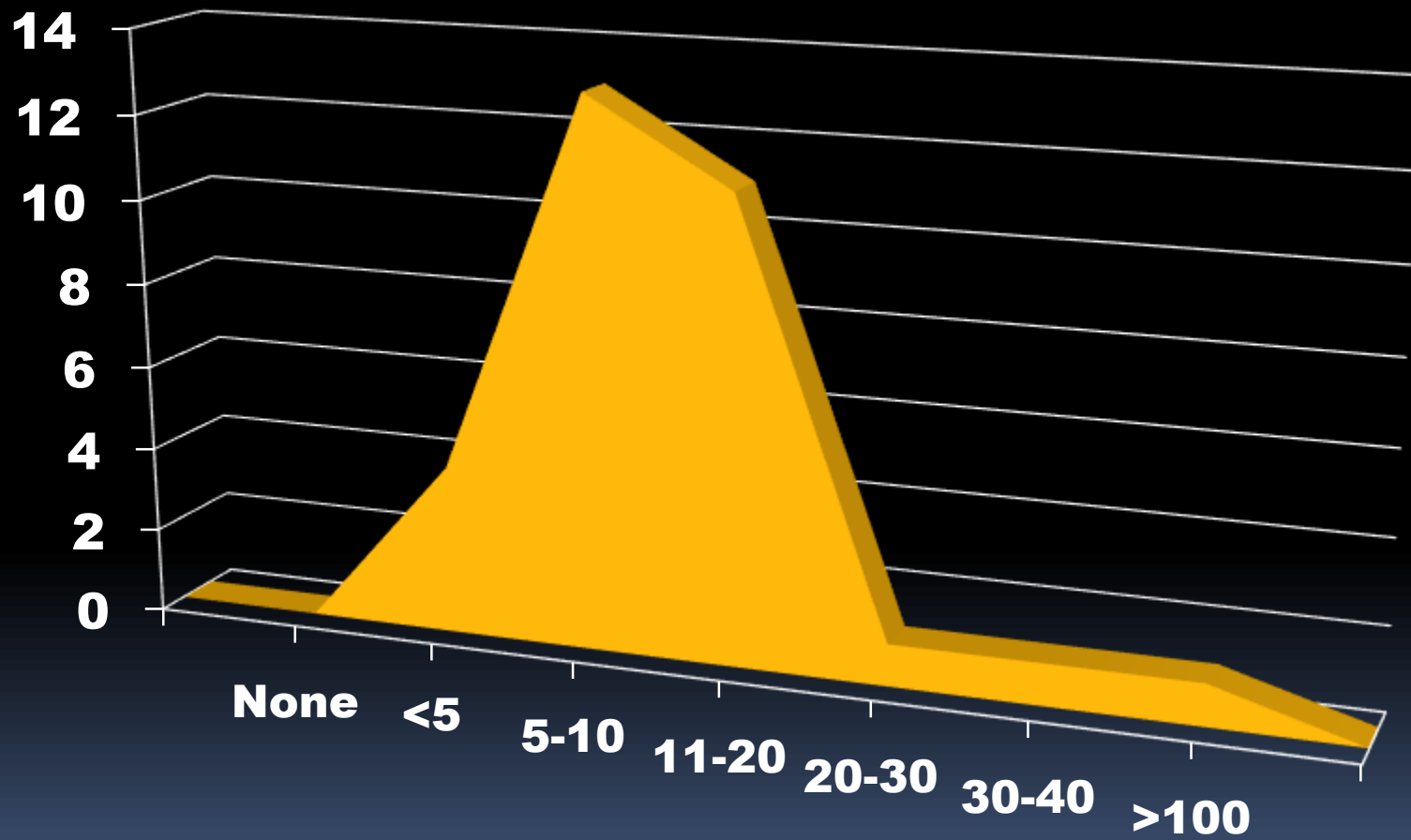
SSACI

Extent to which public TVET colleges view partnerships/linkages as a priority



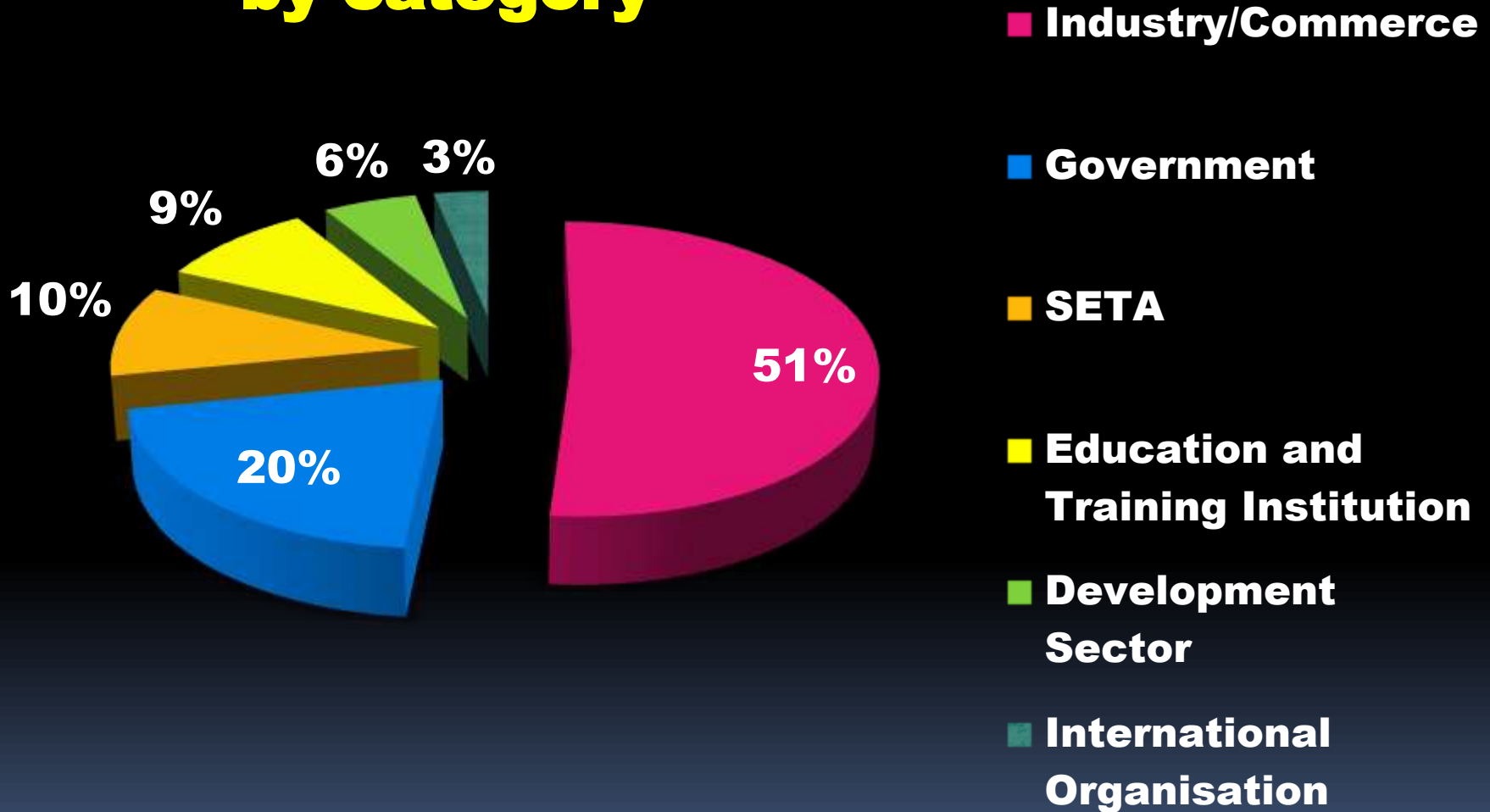
Source: SSACI 2011

Numbers of partnerships/ linkages at public TVET colleges



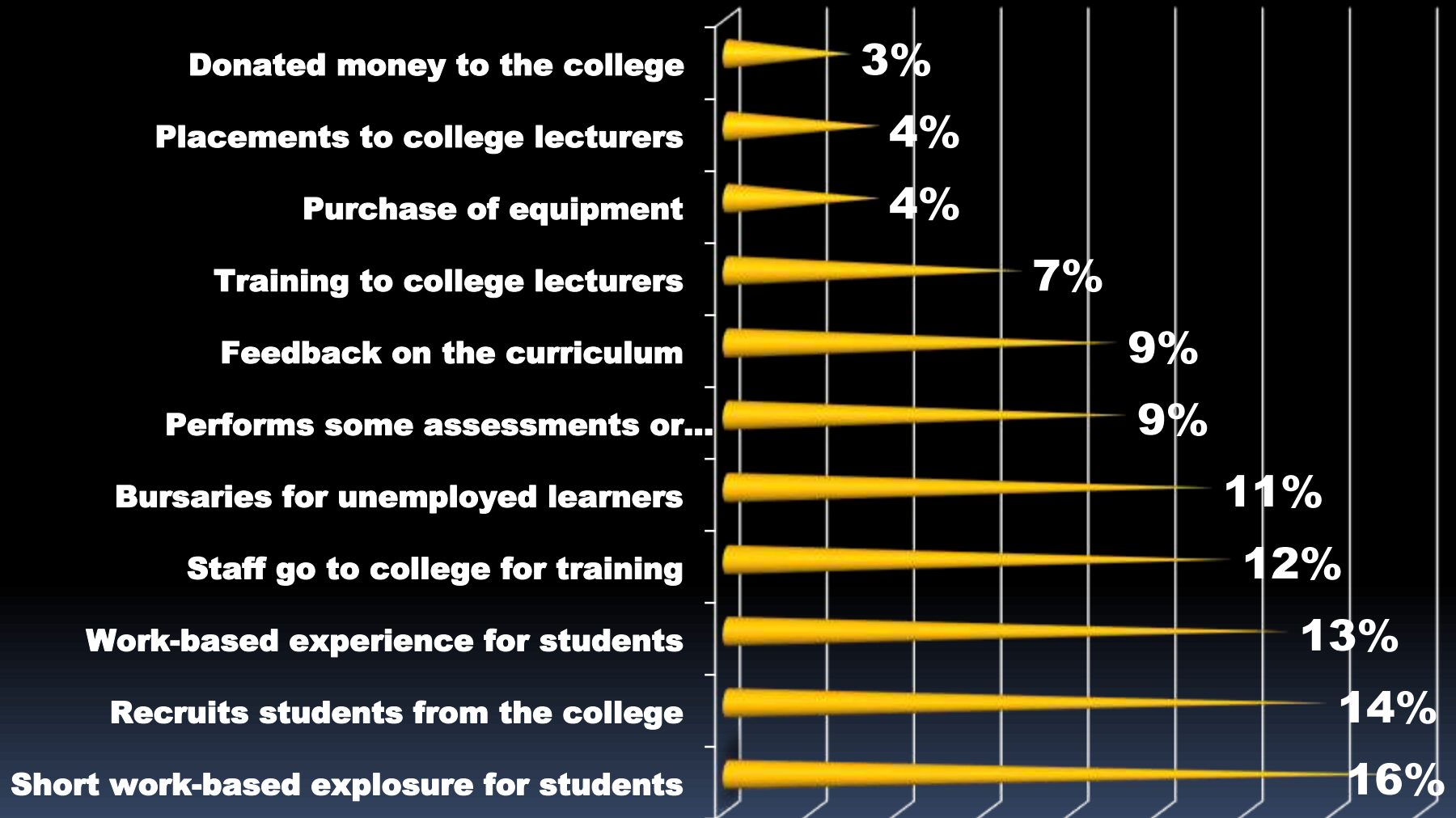
Source: SSACI 2011

Partnerships/ linkages by category



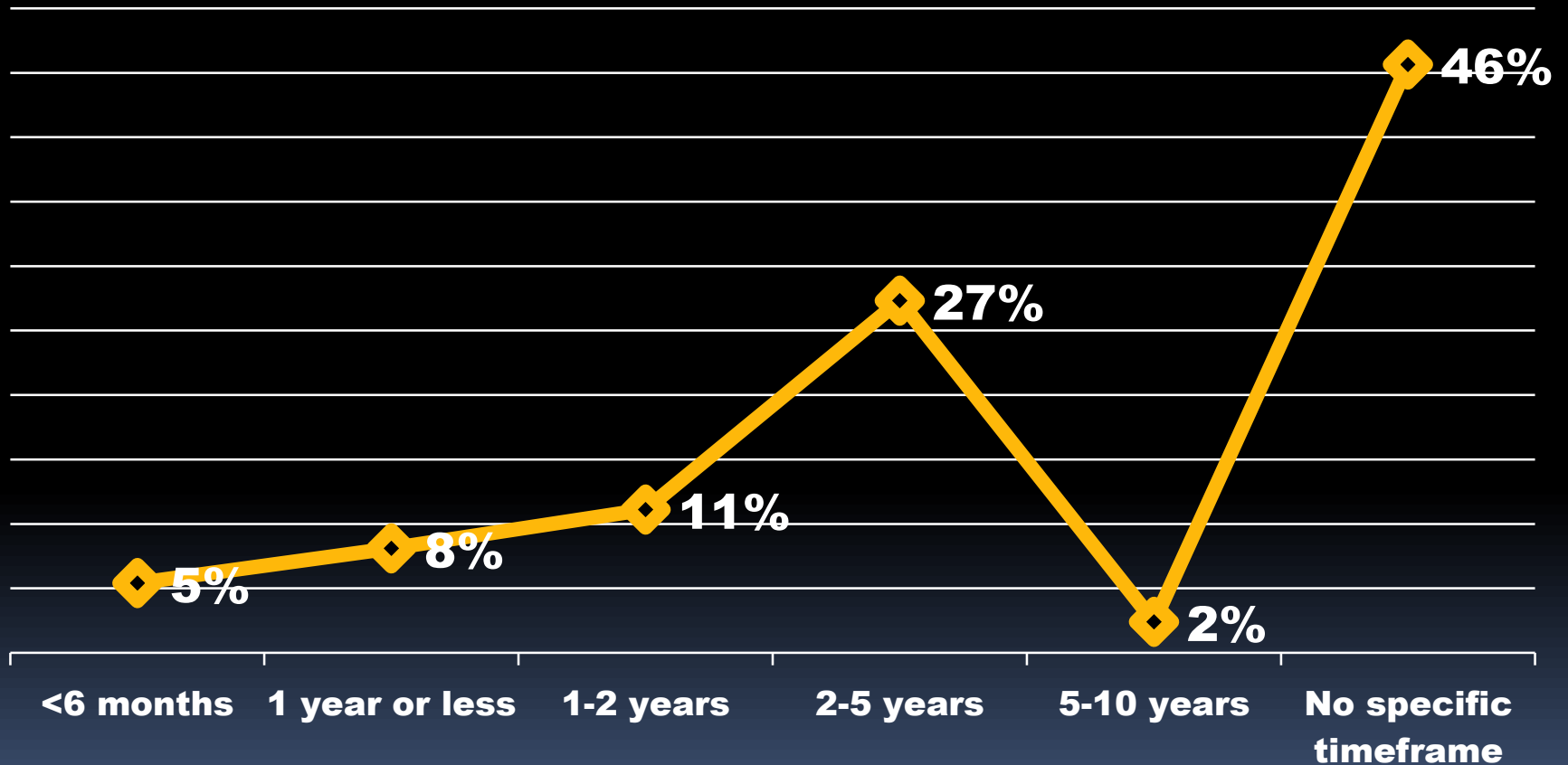
Source: SSACI 2011

Nature of partnership/ linkage



Source: SSACI 2011

Duration of college-industry relationship according to written agreement



Source: SSACI 2011

Understanding "Partnership"

- Not a buyer-and-seller relationship
- Based on shared vision and common objectives
- All partners invest resources and share risks
- Implementation involves joint action
- Evaluation is shared and in terms of common objectives
- No partner benefits at expense of another

A Favourable Tide towards College-Industry Partnerships

- National Skills Accord commitments
- New DHET emphasis on CIPs:
 - “Partnerships between colleges & employers... will be encouraged & strengthened” (DHET: *Green Paper*, 2011)
 - Workplace experience for lecturers & students key performance indicators in M&E framework
- Proposed new BBBEE regulations recognise wide range of training of non-employees
- New funding regulations for SETAs
 - PIVOTAL grants: “A key objective will be to increase the workplace integrated learning within programmes” (*Regs*, 2012)

Strengthening C-I Partnerships

- Think long-term (minimum of 3 years)
- Give your partners what they want:
 - Employers: supply of skilled labour; SETA grants; tax breaks; BBBEE points; PR
 - Colleges: alignment of curricula with industry needs; improved student performance, progression & employability; improved lecturer competence
- *Systematically* plan, implement, reflect & improve
- Use every partnership to improve delivery of the core curriculum – Better teaching and learning!
- Build relationships at managerial and operational level

What to agree on in advance

- Your objectives... and your partners'... and the (mis)match between them
- Who's responsible for what, *between* your organisations and *within* each organisation
- When and how you're going to communicate with each other... and with outsiders
- When and how you'll measure progress. And success. And failure.
- The consequences of the above
- How you're going to manage differences
- When the partnership will end

What problems can you expect?

- Traditional college-industry relationships declined with apprenticeships, so:
 - Few college staff have industry experience
 - Company managers know little about colleges
 - Some colleges believe companies “dumped” obsolete equipment on them
 - Many college-industry partnerships now exist in name only
- Employers are sceptical about college curricula:
 - Content insufficiently aligned to industry
 - Low level of practical work

And more problems...

- Complex college administration (multiple campuses, learning programmes and qualifications) is hard for industry to understand
- Competing agendas within a company (e.g. HR Manager's interests not the same as Production Manager's)
- Cultural differences between colleges & industry (e.g. annual calendar, work-day, timekeeping, behaviour in meetings)

7 Steps to Deeper C-I Partnerships:

1. Training services
2. Shared facilities
3. On-course workplace experience for college students
4. Internships for college graduates
5. Workplace exposure for lecturers
6. Joint curriculum development
7. Staff exchanges

And then the partnership delivers!



Thank you!