

MEMORANDUM OF UNDERSTANDING

Between

The Government of Grenada

And

The T.A. Marryshow Community College

And

The PETNA Foundation

And

McMaster University

Whereas the Government of Grenada (hereinafter referred to as GOG), the T.A. Marryshow Community College (hereinafter referred to as TAMCC), The PETNA Foundation (hereinafter referred to as the Foundation) and McMaster University (hereinafter referred to as the University) have come together to collaborate and agree on a working arrangement to build capacity and resources with a view to the TAMCC developing on a self-sustaining basis into the top educational institution of its type in the Caribbean.

AND WHEREAS the parties have also agreed to enter into a collaborative agreement which represents a non-binding expression of intent between them and whose sole purpose is to lay out the guidelines for a working relationship between the parties to execute a five-year project to build capacity and resources for TAMCC.

AND WHEREAS the life of this MOU is for a maximum period of five years.

AND WHEREAS IT IS AGREED AS FOLLOWS:

1. OBJECTIVES:

- a. The Objective of this partnership is to build capacity within the TAMCC with the understanding that new standards of leadership, governance, faculty development, student experience, curriculum review and, operations are expected to be normative and sustainable on the strength of internal resources following the development period.
- b. To this end, the Objective of this MOU is to:

- a. Define the goals, responsibilities and processes already identified and agreed upon with respect to the key performance areas cited below (see Section 5);
- b. Guide the development of the TAMCC into a self-sustaining institution;
- c. Build the capacity and the resources of the TAMCC.

2. STEERING GROUP

- a. There shall be established a Steering Group comprising two representatives and a non-voting observer from each of the parties; and a nonvoting Chair.
- b. The University will provide the Chair, it being agreed among the partners that the University will play the central role in formulating and delivering capacity-building programmes with the TAMCC leadership, and is best able to calibrate the interests of the Foundation and the GoG as the two funding arms of the project.
- c. The mandate of the Steering Group shall be:
 - a. To coordinate and harmonize the perspectives of the partners
 - b. To devise any new structures and/or processes required
 - c. To oversee the formulation of implementation plans and timelines
 - d. To subsequently monitor and adjust, if necessary the project plan and change the management process.
- d. The Steering Group shall serve as a firewall around TAMCC, insulating the change management process with a view of optimizing the impact of the project thus providing a safeguard from undue private and/or political influence.
- e. The Steering Group shall flag any concerns relating to undue influence and an assessment of the concern with a view to ascertaining the need for any corrective and/or prophylactic action.
- f. Meetings of the Steering Group shall be convened in accordance with a schedule developed by the Chair and agreed upon by the partners, and shall be mainly conducted by means of conference calls.

findings and new intellectual property shall be at the discretion of the University.

- i. Each party is responsible for its own expenses and no party accepts responsibility for financial obligations not spelled out in this MOU and/or other documents that may be developed by the steering group.

4. TIMELINE

- a. The project period is to last for five years commencing September 2016 and ending in August 2021.
 - a. The project period will be preceded by a pre-implementation phase focusing on the establishment of this MOU, implementation of plans and timelines and new structures and processes required for successful implementation:
 1. December 2015 – July 2016:
 - a. Establishment of a Steering Group charged with completing the MOU by July 2016 and subsequent oversight of implementation.
 - b. Defining overall responsibilities and undertakings of partners, key performance areas, and a change management process.
 - c. Needs assessment relating to leadership renewal, with subsequent development of position profiles and a hiring protocol.
 2. July 2016 – September 2016:
 - a. Development of appropriate deliverables, implementation plan and timeline, focusing on key performance areas (see below, Section 5).

5. KEY PERFORMANCE AREAS

- a. The success of the project depends on the agreed key performance areas:
- b. **Leadership.** Perhaps the most immediate and critical consideration is a renewal of leadership at the senior-most levels of TAMCC, particularly the

