



CWHC Associates Policy

1. Effective Date: November 1, 2014

2. Purpose

The CWHC may choose to enter into different relationships with either individuals or institutions for various reasons. The purpose of this policy is to define and establish the mechanisms for formal affiliations while ensuring that the CWHC maintains quality and control over the process and its reputation.

The CWHC Associates Policy is intended to define the class of affiliation possible and identify the mutual roles, obligations and benefits that are accorded to each class. The policy will establish a nomination, review and approval process and the criteria to accompany such a process.

3. Definitions and Scope

The CWHC is comprised of a diverse group of individuals and organizations. At its core are CWHC staff, unit (regional) directors, host university and college institutions and government/non-government partners.

Formal affiliation with the CWHC can be at either the individual or organizational level, the scope of this policy will be primarily focused on the former.

Individuals

Formal association with the CWHC follows a hierarchy of diminishing responsibilities and benefits from staff at the center with the greatest amount of responsibilities to project collaborators with the least.

The tiers of formal association are defined as follows:

- **Staff** – individuals whose salary is derived from CWHC programs and resources and/or whose primary responsibilities pertain to CWHC activities Nationally or at their respective Regional Centres.
- **Regional Directors** – individuals who provide oversight and direction to CWHC activities and programs at a regional level and at a national level through the Management Committee, but who have other responsibilities that fall outside of the CWHC. With the exception of the BC Animal Health Centre these are faculty members of CWHC host institutions and reflects the in-kind support of the respective Veterinary Colleges for the CWHC.
- **Associates** – individuals who work closely with the CWHC and whose activities and expertise align and complement CWHC programs and values. These would tend to be long-term relationships that transcend a single program or project. Examples include emeriti staff and faculty and government partners. Mutual benefits and obligations are an expectation.
- **Affiliates** – Individuals with a commonality of interests but lacking the mutual responsibilities and level of engagement as associates. Included in this category are student affiliates; graduate students who are supervised and/or funded by CWHC



representatives and programs or whose area of study and interests align with CWHC activities.

- **Collaborators** – Individuals whose association with the CWHC is project specific and may be transitory in nature. This relationship may be pre-defined by other sources, such as grant proposals and research agreements. In those instances their association with the CWHC would fall outside of the scope of the CWHC approval and review process.

Organizations

The CWHC has relationships with certain separate entities at the organizational level; existing relationships include the Canadian Veterinary Colleges, the BC Animal Health Centre, the Canadian Wildlife Federation and others. These relationships are often governed by established agreement, either contractual or a memorandum of understanding/affiliation agreement. These agreements should clearly define the nature of the relationship, including responsibilities and obligations of all parties involved.

Potential types of affiliated organizations include:

- **Host Institutions** – organizations that host CWHC units, employ Regional Directors and provide in-kind support for the centre.
- **Partners** – organizations that actively work with the CWHC to achieve common goals, can also be a sponsor and provide in-kind support.
- **Sponsor** – Organizations that provide operational capital to the CWHC.

4. Roles, Responsibilities and Benefits

The CWHC is a distributed network of expertise with multiple tiers of association. Each tier bears mutual responsibilities and privileges that derive from the relationship. The specific expectations of both parties should be outlined at the time of appointment and during the review process.

Staff

This category includes a diverse group of individuals and the precise roles, responsibilities and privileges will vary depending on where they are employed and their position. However, it is expected that all long-term (i.e. individuals whose term of employment is not specific to a single temporary project) will identify themselves as a member of the CWHC/RCSF. This includes the use of organizational email domains e.g. @cwbc-rscf.ca, business cards (where applicable), and other forms of communications. In addition to direct remuneration, CWHC staff have the opportunity and responsibility to affect CWHC policy and practices, typically nationally or regionally depending on their place of employment, and they have access to CWHC resources and information.

Regional Directors

Regional Directors, in conjunction with senior executive staff, are responsible for the development, direction and management of CWHC activities and strategy. These individuals have shared responsibilities between the CWHC and other institutions or agencies. Regional Directors do not typically receive direct remuneration from the CWHC, but the appointment between organizations are closely linked in a way that they derive significant professional benefits from the association. Next to



senior executive staff these individuals have the highest level of responsibilities and benefits and play an important role in affecting CWHC policy and practice. It is a requirement that regional directors acknowledge their CWHC association and support and vice versa.

Associates

CWHC Regional and National Directors may recommend as associates individuals whose knowledge, expertise, and skills will contribute to the unit's activities or form complimentary activities that are congruent with the CWHC vision and mission. Associates must include a mutually beneficial and active participation in fulfilling the CWHC mission. Associates can and in some cases should identify their formal affiliation with the CWHC and credit for shared or complementary efforts should include both parties, for instance collaborative programs or research projects that rely on shared input, data, or resources. CWHC Associates serve without remuneration.

At the discretion of the CWHC, together with the willingness of the individual, Associates may be asked or volunteer to provide input to help the CWHC fulfill its mission at the direction of regional or national directors. Conversely, many associates will have responsibilities outside of the CWHC that coincide with wildlife health activities and goals. The CWHC may participate in these activities as circumstances permit and where deemed desirable to assist associates.

The mutual benefits and responsibilities that accompanies formal association will vary by region and the individuals involved, however, in general it is expected that the benefits to associates deriving from this arrangement will include: Recognition – for example that the work conducted by an associate contributes to a national wildlife health program, Profile and Promotion – associates and their work can be listed on the CWHC website, publications and other outgoing communications, Networking – associates will gain access to and membership in CWHC networks, including the ability to provide input and receive informational materials, and Resources – CWHC associates will have an opportunity to participate in CWHC projects, publications and events and where appropriate have access to CWHC data and expertise. General responsibilities include: Acknowledgment – joint efforts will be mutually recognized and advertised as such, Promotion – associates should promote the CWHC where appropriate, Professional Conduct – associates will maintain professionalism in their dealings with the CWHC and its members as well as third parties when identifying themselves as CWHC members, and Contributions – where appropriate associates will provide expertise and/or resources and/or surveillance and research materials to the CWHC.

Affiliates

Affiliates are individuals who may wish to have their research, teaching or professional services associated with the CWHC or vice versa. Affiliates serve without remuneration and will normally have similar interests as the CWHC, but would not have the same level of active involvement or partnership as any other tier. These individuals will typically have valuable skills, education, and experience without necessarily meeting the criteria equivalent to that required of an associate.

Affiliates are not eligible to serve on CWHC councils and would not normally be expected to contribute to program development or planning activities. There would be no expectation to apprise each party of ongoing activities.



Collaborators

Collaborators can be both an associate or affiliate or neither. These are individuals who work jointly on an activity and are typically transitory and project specific. The mutual responsibilities and benefits will normally be established at the time of project commencement and unless also an associate or affiliate their association with the CWHC will end at the time of project completion or upon an agreed upon set of objectives is fulfilled.

Collaborators may help develop the specific project to which they are involved in. Credit for work jointly delivered will be shared by both parties.

5. Criteria for appointment

Commonalities and the potential for overlap between and among the different tiers of association are possible. When determining the nature of the relationship consideration should be given to the individual's qualifications and to a certain extent preferences, the role that the individual is to play in the region/unit and the benefits accruing to the unit, organization and individual from the appointment. An important consideration will be the willingness or ability of the individual to comply with the associated responsibilities of the appointment.

Additional questions for consideration should include:

1. Why does the individual want to be an Associate/Affiliate with the CWHC?
2. What could they contribute to the CWHC mission and vision?
3. What is their current association?
4. Which individuals within the organization would likely interact with the individual? Which region or node?
5. Does the individual have any previous related experience? Of what kind? How successful was it?
6. Are there existing programs within the CWHC that the individual could participate in? If there are, in what capacity? What is expected in the future?
7. Is the individual interested in developing any new programs/projects in association with the CWHC? If so what? How does this incorporate into the strategic vision of the organization?

6. Process

CWHC units and regions are invited to nominate individuals as an associate or affiliate, it is unnecessary to nominate those project specific collaborators whose relationship is already detailed and established elsewhere. Interested parties can also apply via writing to the appropriate unit director.

Applications and nominations should include salient features of the candidate's qualifications (for example up-to-date cv), the contribution that the individual will make, the mutual responsibilities and benefits that the appointment is expected to bring as well as the level of association desired.

Applications and nominations will be considered by a CWHC review committee, to be established. This committee will be comprised of interested individuals from the CWHC Management Committee as well as external representatives. The review process will be based on the established criteria above. In those instances where a nomination or application does not derive from the CWHC Unit director (the six regional nodes and the National Office) and the Director of the appropriate region is not on the review



committee then that Director will be consulted and involved in the review process where circumstances demand so.

Appointments will be for a set period and undergo review/renewal process at the end of each term, for non-project specific associations this will be a set term of 3 years. Existing relationships should be assessed and categorized by the review committee.

A similar review process will apply to institutional nominations/applications and will often be accompanied by separate agreement e.g. a memorandum of understanding.