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The Export Partnering Program
At the University of New Brunswick—
Best Practice

By

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Abstract

This presentation falls under the best practice heading in Entrepreneurship Education. It relates specifically to what is referred to as the Export Partnering Program that is offered at the University of New Brunswick, Fredericton, New Brunswick. The program is offered by the International Business and Entrepreneurship Centre that is located in the Faculty of Business Administration. This presentation looks at the history of the program, the partners, how it works, the culminating trade mission and the benefits of the program to all the partners.

This program, as far as has been ascertained, is unique to Atlantic Canada and thus represents a vanguard in entrepreneurship education at the post-secondary level. The program has been operating for more than 10 years.

The purpose of this presentation is to inform the audience about an entrepreneurship education program that is unique to Atlantic Canada. The program is called the Export Partnering Program and is managed by the International Business and Entrepreneurship Centre in the [Faculty of Business Administration](#) at the Fredericton campus. The program is made possible through a partnership with the Atlantic Canada Opportunities Agency.

The presentation will begin with a short history of the establishment of the program and its evolution. The various elements of the program will be discussed, including who the partners are, what the fall “kick-off” is like, what the academic delivery portion of the program looks like, and how the program culminates each year with a trade mission to New England in the United States.

A Short History

The university’s Export Partnering Program, a flagship activity of the International Business and Entrepreneurship Centre, provides business students and New Brunswick’s small and medium sized enterprises with the opportunity to share in a valuable learning experience in the area of export marketing. The Export Partnering Program provides business students with meaningful hands-on experience in the area of export marketing in order to test the knowledge they have gained in the full-year course. At the same time, it provides small- to medium-sized New Brunswick companies with the expertise required to export their goods and services.

The Faculty of Business Administration launched the Academic Partnering Program in 1995. In the early stages of the Academic Partnering Program, students in the Master of Business Administration degree program worked with local companies to market goods and services internationally. These Master of Business Administration students were able to apply their knowledge in the field and provide New Brunswick companies with the expertise they

needed to analyze their target markets and plan export strategies tailored to their needs. Through the Academic Partnering Program teams of University of New Brunswick students and participating companies went on trade missions to such various locations as Mexico, Vietnam, Barbados, Chile, and Trinidad and Tobago.

In 1998 the University of New Brunswick agreed to change the focus of the Academic Partnering Program after consultations with the Atlantic Canada Opportunities Agency, to concentrate on potential exporters to the United States, with New England as the primary mission destination. The close geographical, economic and cultural ties shared between New Brunswick and New England made it a viable and a safe point of entry for first-time exporters. At this time, the program changed its name to the Export Partnering Program and also became available to students at the senior level of the Bachelor of Business Administration program. But under the contract that University of New Brunswick has with the Atlantic Canada Opportunities Agency, we have set up satellite operations at our campus in Saint John and at the Atlantic Baptist University in Moncton, NB. Both campuses have participated for two years now with the University Of New Brunswick, Fredericton managing all aspects of the Export Partnering Program on the three campuses.

Who the partners are

The International Business and Entrepreneurship Centre in the Faculty of Business Administration manages the contract for the Export Partnering Program. The author, now director of the centre, was a student of the program when enrolled in the Master in Business Administration program at the University Of New Brunswick. He journeyed to Mexico for a 10 day trade mission to Monterrey and Guadalajara. He then administered the program for one year upon returning to his then, full time teaching job at Atlantic Baptist University in Moncton. Both

of these experiences put the author in good stead when it came to applying for the position he currently holds. In addition to the author, the International Business and Entrepreneurship Centre's Outreach Co-coordinator works closely with any potential businesses that might be interested in participating in the Export Partnering Program and assists them through all phases including follow-up after participating in the program. She has several years experience in the field of small business counseling. In addition, the International Business and Entrepreneurship Centre has a full time administrative assistant, one part time contracted worker and a work study student.

At the University Of New Brunswick, fourth year Bachelor of Business Administration and second year Master of Business Administration students are allowed into the program. It is one of two programs in the Faculty of Business Administration that carries out an interview process to determine who can register for the course. The course typically has a good mix of males and females, full time and part time students and nationals and international students. To date, over 200 students have participated in the Export Partnering Program.

Under the contract that the University of New Brunswick has with the Atlantic Canada Opportunities Agency, satellite operations have been set up at the Saint John campus of the University of New Brunswick and at the Atlantic Baptist University in Moncton, NB. Both campuses have participated for two years with the University of New Brunswick, Fredericton managing all aspects of the Export Partnering Program on the three campuses. In addition to the University of New Brunswick, Fredericton, the Atlantic Canada Opportunities Agency has signed a separate contract to operate an Export Partnering Program at the University of Moncton in Moncton, NB.

The second partner is the Atlantic Canada Opportunities Agency (ACOA). It provided seed funding for the establishment of what is now called the International Business and Entrepreneurship Centre. In addition it provides additional annual support for the Export Partnering Program. It is through its provincial network that ACOA generates a list of potential enterprises for participation in the Export Partnering Program each year. Representatives of ACOA, the International Business and Entrepreneurship Centre and Customs-trade Partnership Against Terrorism will visit each of the potential enterprises to interview them to ascertain their “fit” and preparedness for the Export Partnering Program.

The third partner is International Trade, Canada, who through its trade commissioners, assists in issues relating to doing business in an international market. International Trade Canada is the liaison with the Canadian Consulate in Boston that serves as the base for the annual Trade Mission. A matchmaker located in the New England area has been contracted by the International Business and Entrepreneurship Centre over the last number of years to assist the participating small and medium sized enterprises in arranging one-on-one meetings of interest during the Trade Mission. The consulate, through International Trade Canada, has assisted in finding the right matchmakers. More on this later.

The fourth partners are the small and medium sized enterprises. Specifically, small and medium sized enterprises throughout New Brunswick that have not been exporting in the past, or that do less than 20% of their business in exporting. While both service based and product based companies are accepted, the majority of the participants in the past have been product based. To date, more than 100 companies have participated in the Export Partnering Program.

How the Export Partnering Program Works

The delivery of the academic component of the program is a little different from the University of New Brunswick (UNB)-Fredericton to its satellite sites. This presentation will focus only on the delivery at UNB-Fredericton. Students participate in the program by applying for admittance in the Export Market Entry course (ADM4350/MBA6320) that is offered at UNB-Fredericton. Students receive credit for two, one-semester courses. Students wishing to enroll in the course must have completed the following courses:

At the Bachelor level

Principles of Marketing

Marketing Management

At the Master level

Marketing Theories & Concepts

Applications of Marketing, Concepts & Strategies

Once the applications have been received, all students are interviewed by the instructor of the course and at least one more of the partners. Typically there is a limited enrolment of 16 or 17 students in the course. The objective is to create four teams of four students each. Once the students have been admitted to the program/course the instructor and his designate will build the teams so that there is a good gender mix, a mix of skills and experience and a mix of national and international students. Except for extreme situations, the teams are set for the entire course. The marketing teams are encouraged to give themselves a firm name for identification purposes.

Once the teams of students and businesses have been identified, the “Kick-Off” is held. This is a meeting where all of the partners are brought together for the first time. This is where all of the details pertaining to the Export Partnering Program are explained to all of the partners. The responsibilities of each partner and the deliverables to each partner are clearly delineated and provided in hard copy for future reference (Appendix I). The students make presentations to the businesses outlining their past education, experience and skills. All students in the team

participate. They usually enhance their presentations using PowerPoint slides. These presentations are normally around 10 minutes in length. Once the presentations are complete, we will ask the businesses to state which team they think would be best suited to their situation and industry. In consultation, I will make a final decision and assign the student teams to their respective businesses. We will also have a former graduate and a former business representative of the Export Partnering Program give testimonies relating their experience from a previous year.

At some point soon after the “Kick-off” the students are required to make a site visit to the business’s establishment for an in-depth orientation to the business and its industry. These meetings are generally 1-3 hours in duration.

An important component of the Export Market Entry course is the effort to bring in speakers who are experts in their fields. They come to speak on topics necessary for students to develop their skills relative to export marketing, for example: Customs-Trade Partnership Against Terrorism (C-TPAT), freight forwarding and intellectual property protection. While the course is constantly being tweaked and updated, we endeavor to spend the fall semester on teaching and learning and the winter semester is focused on research and application of knowledge and skills learned.

Another important component of the course is the use of site visits to successful enterprises that are exporting at a high level. Typically there are two site visits per year. A change for the coming year includes a full day trip of site visits that would include two or three enterprises in the same day. These site visits are ideally done in the fall semester.

The culminating component of the course, the Export Market Strategy Report, is submitted to the participating enterprises. The reports are the culmination of the entire year’s partnership among the students, the Atlantic Canada Opportunities Agency and the enterprises.

The template or pattern for the reports is largely derived from a publication by the Government of Canada (A Team Canada Inc. Publication). It includes the following components:

- Executive Summary
- Introduction To The Enterprise In Question
- Current Organizational Issues
- A Market Overview of the New England Market
- Market Entry Strategy
- Regulatory and Logistical Issues
- Risk Factors
- Implementation Plan, and
- A Financial Plan

The Trade Mission to New England

At the end of the academic year a student from each team is selected to accompany their partnering business on a week long trade mission in Boston. Coordinated by the Atlantic Canada Opportunities Agency in conjunction with Customs-trade Partnership Against Terrorism, and the University of New Brunswick's International Business and Entrepreneurship Centre, the trade mission introduces both students and businesses to a network of relevant distributors, dealers, agents and customers. It also orients them to the immigration, customs, accounting and taxation environment. Most importantly, participation in the trade mission enables students to test the strategies and recommendations they developed for their partnering companies. The students learn first hand if the export market entry plan they developed for their partnering company is viable and the companies learn if opportunities actually exist to market their products or services.

The trade mission is a specific application of the Export Partnering Program. It is the culmination of eight months of the students partnering with their enterprise, studying and researching the potential of doing business in the New England Market. Typically one or two

officials from each company attend the Trade Mission. As well there are usually representatives from all government partners involved in the process that make up part of the Trade Mission Team. In addition, at least one official from the International Business and Entrepreneurship Centre office attends as the Trade Mission co-coordinator.

A critical component to this trade mission is the role that the Match Maker plays in identifying potential contacts in New England for companies in New Brunswick. Typically, the Match Maker will travel to New Brunswick and carry out a site visit with each enterprise participating in the Export Partnering Program. This will be his/her opportunity to learn specific information regarding the business and its participation in the industry. He/she then returns to the New England area to research potential companies/contacts that the New Brunswick companies can make while on the trade mission. Typically the match maker will endeavor to find 4-6 contacts for one-on-one meetings.

The match maker that has been used for the past few years has more than 15 years experience of marketing, business development and representative experience with such places as Canada, the United States and Ireland. An attorney by education, the match maker is the president and director of Business Development for the U.S. Business Development Group; a consulting group specializing in business development, marketing and representative services. In addition he is past president and director of business development of Canadian International Service Group, a consulting group specializing in business development, marketing and representative services.

Before the actual trade mission, a pre-mission meeting of all parties involved is held to finalize details concerning the trade mission. The trade mission typically takes place in May

(after classes have ended, but before graduation) and is hosted by the Canadian Consulate in Boston, Massachusetts. It is a five day trade mission with this general template:

Monday—travel to Boston, MA. That evening, once everyone has arrived, there will be a meeting to lay out the details for the days ahead.

Tuesday—a day at the Canadian Consulate in Boston, hearing from various agencies and experts in the field on topics relating to doing business in New England. There is usually a reception Tuesday evening of the entire trade mission participants, officials from the consulate, and the University of New Brunswick business alumni living in the Boston area. These vary from year to year. Two years ago the entire trade team was invited to the home of the Consul General for a dinner reception.

Wednesday & Thursday—The one-on-one meetings arranged by the matchmaker. The students participate in these meetings as representatives of their companies. One of their responsibilities during the meetings is to make detailed notes on all that is accomplished. This information proves invaluable post-trade mission. On both evenings there will be debriefing sessions concerning the day's meetings. Usually there is time on one of the evenings for a social outing of one form or another.

Friday—return travel to New Brunswick.

There are times when the matchmaker has had to schedule meetings for some of the companies on Monday or Friday. As a result, those companies adjust their traveling arrangements accordingly.

The Benefits of the Export Partnering Program

In conclusion, some of the benefits that each received as a result of participating in the Export Partnering Program will be outlined. It is a win-win partnership among the Atlantic

Canada Opportunities Agency, the University of New Brunswick's business students and the small- to medium-sized New Brunswick companies looking to enter the New England market.

Partnering students enhance their business education at the University of New Brunswick by

- Applying their academic knowledge to the marketing needs of a New Brunswick based business
- Developing an export marketing plan for a business and acquiring the presentation skills to sell it
- Acquiring the necessary skills to manage the needs of various partners
- Helping facilitate successful export market entry for New Brunswick firms
- Gaining exposure to a variety of business perspectives
- Participating in an international trade mission to test their recommendations.

Partnering companies enhance their potential for exporting their products and services by

- Being exposed to cutting edge theories on exporting and marketing goods
- Working with a team of students with the marketing expertise their budgets might not otherwise accommodate
- Discovering if the market for their product or service actually exists
- Gaining knowledge of the relevant immigration, customs, accounting and taxation environment
- Participating in a trade mission to meet potential customers and distributor.

Additionally, the University of New Brunswick has an annual contract with the Atlantic Canada Opportunities Agency that provides an opportunity for Bachelor of Business Administration and Master of Business Administration graduates who have successfully completed the Export Market Entry course (or who have completed a concentration in marketing

or international business at the University of New Brunswick to work with one of the Export Partnering Program companies or another New Brunswick company, for a paid internship of 18 months duration. In the contract, the Atlantic Canada Opportunities Agency agrees to pay 75% of the intern's salary over the 18 months up to a maximum of \$37,500. This is a great way for students to gain valuable business experience immediately after graduating. It is also a great opportunity for small and medium sized enterprises in New Brunswick to begin implementing their exporting plans at a subsidized rate.

Conclusion

Over the years it has been obvious that this program depends on the close relationship of all the partners. The student and enterprise components of the program are often unpredictable, causing the International Business and Entrepreneurship Centre to work diligently every year to keep everyone closely connected. A clear process of communication is mandatory.

Every year the participants in the program are surveyed to determine where the program excelled and where it still needs work. This too, has been a critical step in the continued success of the Export Partnering Program.

The scope of the companies has been wide. From records that have been kept by the International Business and Entrepreneurship Centre approximately 64 percent of the participating small and medium size enterprises have been manufacturing/fabrication; 30 percent service and 6 percent food processing. Participants have included companies that produce commercial size electrical control panels, a soapery, a cedar sauna and hot tub manufacturer, a blueberry grow operation, a massive graphics producer, a producer of cedar log home and cottage kits, several steel manufacturing and machining company, a company that manufacturers steel flat bed freight

trailers and auto-haul trailers, door and window manufacturers, clock manufacturers, companies that coat steel equipment parts with a spray specified by the national defense and aeronautics industries, a geothermal heating systems manufacturer, an alarm system monitoring company, and a company that manufactures retail display cases and cabinetry.

While many companies do return from the trade mission with contracts of varying dollar amounts from thousands, to even over one million dollars, the majority of companies benefit by making contacts in the New England market. They also have acquired distributors for their products and signed agents in the New England market. For many companies, being able to be included in the bidding process for jobs for which they were never included previously, is a huge accomplishment. Most participating businesses have told the program managers that they believe it was the best money they had spent in learning about the exporting process, with great investment returns.

References

Step-by-step Guide to Exporting. 2003. Minister of Public Works and Government Services

Canada.

Appendix I
Deliverables/Responsibilities of Partners

EXPORT PARTNERING PROGRAM
- PARTICIPATING COMPANIES -
- SMALL-TO-MEDIUM SIZED ENTERPRISES (SME'S) -

Deliverables:

- A team of students will do market research for your company from October 2005 to April 2006. Each team is composed of three to five students depending upon enrolment numbers. The team will be pre-assembled by the respective university. You will have input in the selection of your particular team
- The development of your company's market entry plan to the United States by a student led team
- One student will accompany you to the United States on the trade mission and assist in your meetings with American companies
- Assistance in finding appropriate business contacts in the New England area covered by the trade mission
- On-site meeting with the matchmaker to assist in determining strategy direction for the trade mission
- The trade mission, which is jointly coordinated by ACOA and IBEC, will be led by the Director of IBEC or his designate, and will include teams from several different universities
- A follow-up report of all meetings which took place on the trade mission will be prepared by the student accompanying you. The report will also include recommended action on your part
- Assistance on the part of the Canadian Consulate General and the Consultant hired for this purpose in setting up meetings with American companies interested in your products or services
- Follow-up action by ACOA, International Trade Canada and the Canadian Consulate General after your trade mission as required
- Opportunity to hire the student, who has been trained during the program and is knowledgeable about your company's marketing strategy
- Training opportunities as available from ACOA

- Receive public profile for participating in the EPP

Expectations:

Participating companies in the EPP will:

- Be required to go through an interview process and meet all of the requirements attached thereto to gain entry to the EPP program as designed by the partners
- Attend the Kick-Off meeting as scheduled by the program manager
- Give input to the program manager as to their selection of a student team
- Give input to the academic component facilitator as to the student they would choose to accompany them on the trade mission
- Communicate regularly with the student team and provide all necessary information as required by that team. There is a direct correlation in “you will get out of it what you put into it”
- Commit to send at least one (maximum two) company representative(s) on the trade mission at the end of the winter term
- Identify one contact individual from the company for the student team (ideally this will be one of the persons who will be attending the trade mission and who has decision-making powers)
- Students will work with and for you during these dates only: (with the exception of the student going on the trade mission)
 - September 8, 2005 – December 7, 2005
 - January 4, 2006 – March 3, 2006
 - March 13, 2006 – April 6, 2006
- Attend the pre-trade mission and post-trade mission presentation of your student team
- Print business cards for the student who will accompany you on the trade mission. They are to be identified as your “Marketing Director”
- Pay for meals of the company representative (except for the students) while on the trade mission
- Adhere to the Code of Ethics as presented by the program manager
- Sign off on the appropriate non-disclosure agreements as provided by the program manager

- Sign off on UNB's Media/Audio Visual Release for use in subsequent promotion of the EPP
- Alert the program managers of any issues that are brought to their attention
- Pay of fee of \$2000 to the program manager no later than the date of the Kick-Off

Payment of this fee entitles you to the following:

- Hotel accommodations for maximum of six days in the United States
- Car service to the one on one meetings
- A briefing arranged by the Canadian Consulate General
- Conference calls and student site visits arranged through the university

Additional costs which you might incur during the program:

- Printing of business cards for the student accompanying you to the United States
- Your per diem costs for food (and hospitality of American companies)
- Your incidental room charges (i.e. telephone, internet) and parking
- The purchase of token gifts for host American companies

- PARTNERING AGENCY (ACOA) -

Deliverables:

- The SMEs will provide all necessary and pertinent information required by ACOA
- The SMEs will attend the trade mission planned for early May 2006 to New England
- The universities will deliver an academic component for the EPP
- The universities will provide a qualified instructor for the academic component associated with the EPP
- The universities will provide BBA/MBA student teams that will assist the SMEs in preparing an export market strategy to the U.S.
- The universities will send, as required, the appropriate leadership with the students on the trade mission to New England

- The universities will submit appropriate preliminary and supplementary budgetary proposals as required by ACOA
- A student will accompany the SME on the trade mission to New England
- The student who attends the trade mission will prepare a Follow-Up Report according to IBEC guidelines
- The universities will prepare final reports of the EPP programs delivered
- Receive public profile for the partnership with SMEs and the university community

Expectations:

ACOA will

- Assist in the recruitment of businesses appropriate for the EPP
- Enter into a contractual agreement with the program manager for each EPP
- Provide funding for the operation of the EPP
- Provide officers and agents to act as liaison between the companies and the universities for the duration of the each EPP
- Attend the Kick-Off meeting as scheduled by the program manager
- Assist in the coordination of the trade mission to New England
- Inform the program manager of any opportunities for training for students enrolled in the EPP
- Inform the companies of any opportunities for training during the EPP
- Secure the services of a match maker from the New England market, contracted through IBEC, to assist the students and companies in obtaining one on one meetings during the trade mission
- Assist in the coordination of activities and communications among all the partners of the EPP
- Provide assistance to companies as needed
- Provide assistance to students as needed

- Provide assistance to program manager as needed
- Alert the program manager of any issues that arise
- Adhere to the Code of Ethics as presented by the program manager
- Sign off on the appropriate non-disclosure agreements as provided by the program manager
- Sign off on UNB's Media/AV Release for use in subsequent promotion of the EPP

- PROGRAM MANAGER – IBEC -

Deliverables:

The University will

- Have the opportunity to partner with SMEs and government agencies to deliver a program that fulfills objectives of the IBEC
- Receive public profile for participating in the EPP
- Receive valuable networking as a result of the partnership
- Be able to provide students with an extremely valuable program practically related to their academic pursuits
- Gain valuable experience in the delivery of such programs for future endeavours
- All participating SME's will pay a fee of \$2000 for participating in the program

Expectations:

The University will

- Assist in the recruitment of businesses appropriate for the EPP
- Enter into a contractual agreement with ACOA for each EPP and administer all requirements as contained therein
- Provide officers and agents to act as liaison between the various government agencies, the students and the companies for the duration of the each EPP
- Create, administer and deliver an academic component (i.e. EME) of the EPP
- Provide qualified facilitators to deliver an academic component of the EPP

- Organize a Kick-Off meeting and all the resources and activities involved, at the beginning of each program
- Assist in the coordination of the trade mission to New England
- Send a representative from the University on the trade mission
- Require that the course facilitators sign off on the appropriate non-disclosure agreements as provided
- Make all parties aware of resources available to them from the IBEC
- Provide copies of the Export Market Entry Strategic Plans from each student team at the end of the trade mission
- Prepare a final report according to the contractual agreement with ACOA
- Inform partners in the EPP of any training/workshop/seminar opportunities that come to their attention
- Cover the cost of the students' per diem during the trade mission
- Ensure that transportation to and from the trade mission and accommodations while on the mission are arranged
- Collect all fees required by the EPP contract from the appropriate parties
- Alert all parties involved of any issues pertaining to them that may arise during the EPP

- PARTNERING STUDENTS -

Deliverables:

ACOA will

- Assist in the recruitment of companies appropriate for the EPP
- Provide and inform about training opportunities as available
- Provide assistance in finding resources/personnel necessary to assist in the preparation of an export market strategy to the U.S.
- Assist in facilitating communication with the company to which they are assigned and in obtaining the required information to properly prepare an export market strategy to the U.S.

The University will

- Facilitate an academic component of the EPP
- Provide the coordinating services of the IBEC to facilitate communication among all parties (i.e. ACOA, SMEs, and academic facilitators)

The SME will

- Provide opportunities for the students to do at least one on-site visit to the company
- Maintain regular contact with its student team by coordinated conference calls and other means
- Provide all the necessary information to the students for preparing an export market strategy to the U.S.
- Print business cards for the student who accompanies them on the trade mission

The Student will

- Receive public profile for participating in the EPP
- Receive experience that is a tremendous “value added” component to their resume
- Receive eligibility for the Export Internship for Trade Graduates (EITG) program

Expectations

Students enrolled in the EPP will

- Be required to go through an interview process and meet all of the requirements attached thereto to gain entry to the academic component of the EPP program
- Participate in the academic component (6-CH EME or certified equivalent) as delivered by the university in question and attend all classes and activities involved
- Will attend the Kick-Off meeting as scheduled by the program manager
- Work as part of a student team to deliver an Export Marketing Strategic Plan for the company with which they are partnered. The team will be required to make a formal presentation to their company before the trade mission. The Plan will be submitted to the IBEC office in electronic form before the presentation
- Work with their teams for their company until the last day of classes in each of the fall and winter terms. Students will not be required to work with their teams for the companies in between the two terms or after the winter term has ended (with the exception of the student chosen to accompany their business on the trade mission at the end of the winter semester). The student chosen to attend the trade mission is required to prepare and present a follow-up chapter to their company within two weeks of returning

from the trade mission. The chapter is to be submitted to the IBEC office in electronic form before the presentation

- Adhere to the Code of Ethics as presented by the program manager
- Sign off on the appropriate non-disclosure agreements as provided by the program manager
- Communicate on a regular basis with team members and partnered company. There is a direct correlation in “you will get out of it what you put into it”. Provide regular updates to your SME on your progress
- Alert the program manager of any issues that arise
- Sign off on UNB’s Media/AV Release for use in subsequent promotion of the EPP

- UNIVERSITY -

Deliverables:

The University will

- Have the opportunity to partner with SMEs and government agencies to deliver a program that fulfills objectives of the IBEC
- Receive public profile for participating in the EPP
- Receive valuable networking as a result of the partnership
- Be able to provide students with an extremely valuable program practically related to their academic pursuits
- Gain valuable experience in the delivery of such programs for future endeavours

Expectations:

The University will

- Assist in the recruitment of businesses appropriate for the EPP
- Deliver an academic component (i.e. EME) of the EPP
- Provide qualified facilitators to deliver an academic component of the EPP
- Require that the course facilitators sign off on the appropriate non-disclosure agreements as provided
- Make all parties aware of resources available to them from the IBEC

- Alert all parties involved of any issues pertaining to them that may arise during the EPP
- Adhere to the Code of Ethics as presented by the program manager
- Sign off on the appropriate non-disclosure agreements as provided by the program manager
- Sign off on UNB's Media/AV Release for use in subsequent promotion of the EPP