



CREATING A COLLABORATIVE CULTURE 

Partnership Conduct & Ethics 204

*Things to consider when working
with partners*



Partnership Conduct and Ethics 204

Introduction: The public expects every person and partner involved with government funds to be committed to high professional and ethical standards and to be accountable for their actions. Understanding and maintaining these standards, complying with relevant legal authorities and Departmental Ethics rules play an important role in a partnership's success.

(Introduction comes from Chapter IX, Partnership Guide page 61)

CREATING A COLLABORATIVE CULTURE

Objectives

- Understand ethical standards and legal responsibilities
- Be aware of key considerations that help determine whether there is an ethics issue:
 - Roles and memberships with partner organizations
 - Working with partners who are fundraising
 - Acceptance of gifts & donations
 - Appropriate partner/donor recognition

Partnership Conduct and Ethics 204

Objectives – the purpose of this presentation on ethics is to:

- 1) Impress upon you why we need to be concerned about the topic of ethics and understand the ethical standards and legal responsibilities of employees and partners.
- 2) Explore some of the key considerations that arise when working with partners to help determine whether or not you are dealing with an ethics issue
- 3) Provide a few of scenarios that represent the common ethical concerns that come up when working with partners (and to add a little fun to the presentation!)

CREATING A COLLABORATIVE CULTURE 

As a Federal Employee ...

...your first responsibility is to represent the interests of the government. This should be reflected in all your actions.



Partnership Conduct and Ethics 204

The primary responsibility of a federal employee is to represent the interests of the federal government. All actions on the job – including working with partners – and some considerations in personal affiliations must not compromise this responsibility to represent the interests of the government.

It is not just enough to avoid a conflict of interest, employees must also be careful to not create the appearance of a conflict of interest that would compromise the public trust that is placed on the agency.

Partnership conduct and ethics is a complex subject where one encounters a lot of grey areas. If there are ever any doubts, consult the National Partnership Office and/or agency ethics officers.

(Personal Communications with Ray Sheehan, USDA Office of Ethics)

CREATING A COLLABORATIVE CULTURE 

As a Public Agency Partner ...

... understand that the public expects a high level of transparency and accountability.



Partnership Conduct and Ethics 204

If you are a partner working with Forest Service, you need to know that as a public institution the citizens demand that the agency operate in a manner that is fair, allows access and participation by all, is a good steward of the resources that are administered in trust by the agency; as well as a good steward of the funds that are appropriated by Congress.

Some things that partners need to know include:

- Creating an official liaison position is an appropriate way to “officially” involve a Forest Service employee in a non-federal organization. Official involvement as a liaison requires prior approval of the employee’s line officer.
- The Forest Service cannot endorse or sponsor commercial enterprises, products or services.
- Forest Service employees cannot endorse or promote fundraising campaigns.
- Capital improvement campaigns require that the agency agree upon the improvements needed and comply with the National Environmental Policy Act.
- If employees participate in partner organizations in their personal capacity, they must do so on their own time and at their own expense.

(Partnership Guide, page 62)

CREATING A COLLABORATIVE CULTURE 

Why bother with ethics and conduct?

- Administrative Action
- Criminal Prosecution
- Violation of Public Trust



Ethical rules are based on presumptions of human behavior, not your morals.

Visit the USDA Ethics website at: <http://www.usda-ethics.net/>

Partnership Conduct and Ethics 204

Ethics laws, rules and standards have been created based upon presumptions of human behavior. This is not a subjective moral test, but an objective set of rules & standards that give us parameters on conduct as (federal) Forest Service employees so we can better serve the public.

The framework for conduct and ethics responsibilities for federal employees is contained in several statutes: the Code of Federal Regulations (Primarily 5 CFR 2635 Subparts D, E, G and 5 CFR 2635.808); U.S. Department of Justice Government-Wide Memorandums; Office of Government Ethics Directives and Department of Agriculture Office of Ethics Directives.

A failure to comply with the ethical rules and standards may result in:

- 1) Administrative Action – disciplinary action from the Forest Service, not fun either! The USDA has created an array of rules/regulations associated with ethical obligations of USDA employees. Again, this is quite serious.
- 2) Criminal Prosecution – jail time and/or fines, yikes! There are six criminal statutes associated with ethical obligations of federal employees. This is not a joking matter.
- 3) Both – double whammie!
- 4) As important as the concern for violation of laws, rules and regulations is the loss of public trust.

CREATING A COLLABORATIVE CULTURE 

Is there an ethics issue? Some commonly asked questions ...

- Can I be a member (or officer) of a partner organization?
- How do I work with partners who are fundraising for project support?
- Can I accept a gift or donation from a partner?
- What is the proper way to recognize partners for their contributions?

Partnership Conduct and Ethics 204

There will be a time when you have to make a decision to, for example, join an organization as a volunteer member... or give an official speech at a fundraiser for one of our partners... or be offered a gift as a token of appreciation from a Partner. In each one of these scenarios, you must ask yourself: **Does this trigger an ethics concern?**

To understand whether you've triggered an ethical concern or not, there are a couple of key questions to ask yourself, which we will be exploring in more detail in the following slides:

1. What hat am I wearing? Do I believe I'm acting in my **personal** or **official capacity**?
2. What type of organization/individual am I going to interact with? Am I in a position to take an official action that will affect the partner? Is the partner or individual a prohibited source?
3. What type of activity would I like to do?
 - Lobby or political activity
 - Fundraise – for a partner, a family member's cause (cancer), or something else
 - Obtain dual compensation – employment outside of the Forest Service
 - Teach, speak, or write – speaking at events sponsored by our Partners or non-profits; teaching in many capacities; etc.
 - Assume a role with an outside organization – as a volunteer member, or a leadership position (treasurer, etc.) or even on the Board of Directors.
 - Accept or give a gift

CREATING A COLLABORATIVE CULTURE 

Can I be a member (or officer) of a partner organization in an *official* capacity?

Yes, a Forest Service Employee may serve as:

- Official Liaisons
- Technical Advisors
- Committee Chairpersons
- General (Simple) Membership

Partnership Conduct and Ethics 204

Forest Service employees may serve as official liaisons, technical advisors, committee chairpersons, or members representing the agency (**when there are no conflict of interest or impartiality concerns (or those concerns have been officially waived)**). **Official Participation must be approved by the employee's line officer.**

Serve as Agency Liaison or Technical Advisor: when the agency has an interest in providing technical expertise or agency perspective.

Serve as Committee Chair: when the agency has an interest in a joint project.

The agency may purchase a General (Simple) Membership: when the agency has an interest in keeping informed and/or employee education and training.

When serving in one of these official roles, an employee's title or position must not appear to endorse the non-federal organization or appear to affect impartiality.

CREATING A COLLABORATIVE CULTURE 

Serving in an *official* capacity means...

Participating officially means you are assigned by a supervisor, working on official time, reimbursed for travel, uses a government vehicle, in official uniform, on federal premises or invited to participate as a result of his/her official position.

Partnership Conduct and Ethics 204

Whether or not you trigger an ethics issue will depend, a large part, upon what capacity you are acting under.

Personal Capacity – this means

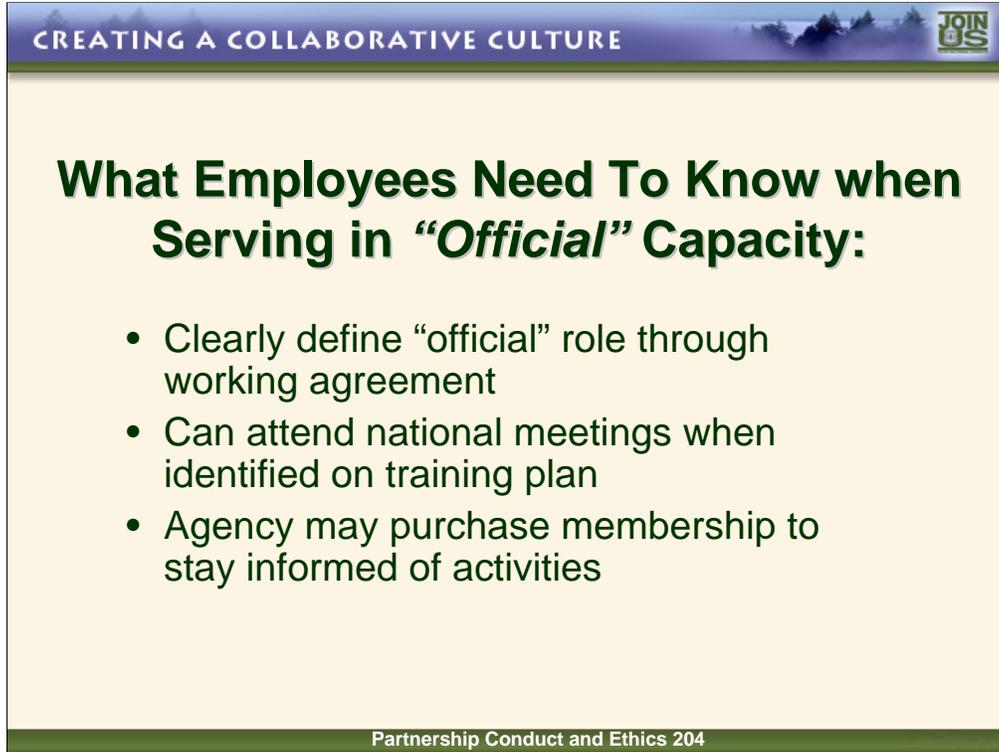
- on your OWN time
- Using your OWN resources (vehicles, phones, fax machines, pens/paper, etc.)
- Representing yourself, not the Forest Service (do not use your title/position in a manner to suggest or imply your thoughts are those of the Forest Service). *This is where people tend to get into trouble because, they think they are volunteering in the “own” capacity because they attend events off-duty hours but, because they use their title/position, they are operating in their “official” capacity albeit unintentional.

Official Capacity – this means

- On the Forest Service time (during work hours) OR
- Using the Forest Service resources (vehicles, phones, etc.)
- Representing the Forest Service. When an organization/individual believes that your opinion is that of the Forest Service, rather than your own.

-If you use resources (vehicles, phones, fax machines, etc.) they had better be yours or a friends, not the Forest Service's! If you are working for outside organizations, this means representing yourself not the Forest Service. When you use your name, title, position you are representing the Forest Service!

(Partnership Guide page 63.)



CREATING A COLLABORATIVE CULTURE

What Employees Need To Know when Serving in “Official” Capacity:

- Clearly define “official” role through working agreement
- Can attend national meetings when identified on training plan
- Agency may purchase membership to stay informed of activities

Partnership Conduct and Ethics 204

Employees should clearly define their “official” participation role through a partnership agreement (can be letter of agreement if there is no transfer of funds), particularly if they are serving as an official liaison. This agreement clarifies conduct and ethics concerns, identifies the objectives for employee’s participation, when there will be reimbursement or shared costs, responsibilities of each partner and expected benefits.

Examples of official liaison positions include: Liaisons with Rocky Mountain Elk Foundation, Wild Turkey Federation and the Nature Conservancy.

Employees serving in an official capacity can present proposals and ideas related to their official duties within the nonfederal organization to appropriate Forest Service and federal officials.

Time to attend and travel to meetings or conferences on official time must be scheduled with concurrence of supervisors.



What Employees Need To Know when Serving in “*Official*” Capacity:

- Present partner proposals to appropriate agency officials
- Need prior approval to accept travel costs (airfare, lodging, etc)

CREATING A COLLABORATIVE CULTURE 

When Serving In “Official” Capacity, Employees may **Not**:

- Participate in a fiduciary role as officer, director or trustee unless authorized by statute or waiver
- Participate in partner operations, e.g. budget, fundraising, membership drives, by-laws, lobbying, or “for profit” activities
- Endorse products or services
- Represent anyone but United States

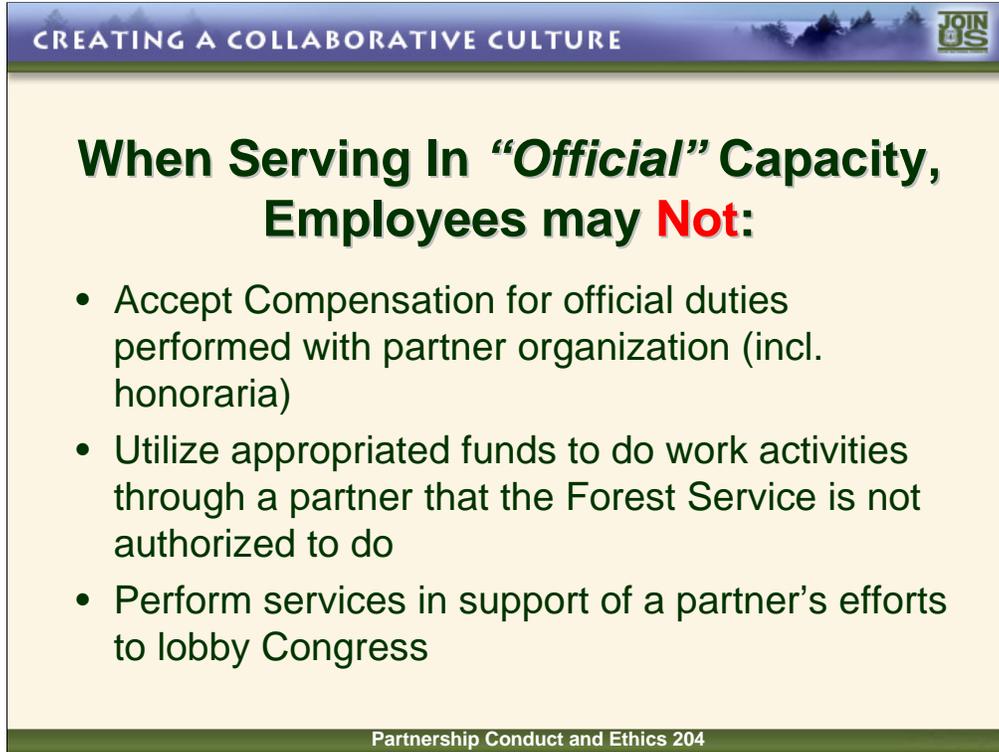
Partnership Conduct and Ethics 204

A federal employee may not serve as a fiduciary of a non-federal organization in one's official capacity without violating 18 U.S.C. 208 (a) according to the Department of Justice (DOJ), Office of Legal Counsel (Memorandums June 22, 1994, November 19, 1996, May 6, 1997 and August 24, 1998). The rationale for this determination by DOJ:

- 1) You may not take official action on any matter in which you have a financial interest;
- 2) Financial interests include the interests of an organization that you serve as officer, director, trustee, general partner or employee;
- 3) Thus any act you take in an official capacity as a fiduciary of a non-federal organization implicates your financial interests.

Federal employees may not use their title or position in a manner that could be construed as providing agency sanction or endorsement (5 C.F.R. 2635 Subpart G) This includes not officially encouraging employees to join non-federal organizations or to permit excessive advertisement of joint efforts.

A Federal Employee may not represent anyone before a federal court or federal agency on any matter in which the U.S. has an interest. This includes: oral or written communications or appearances, even if paid or unpaid, unless as part of official duties.



CREATING A COLLABORATIVE CULTURE

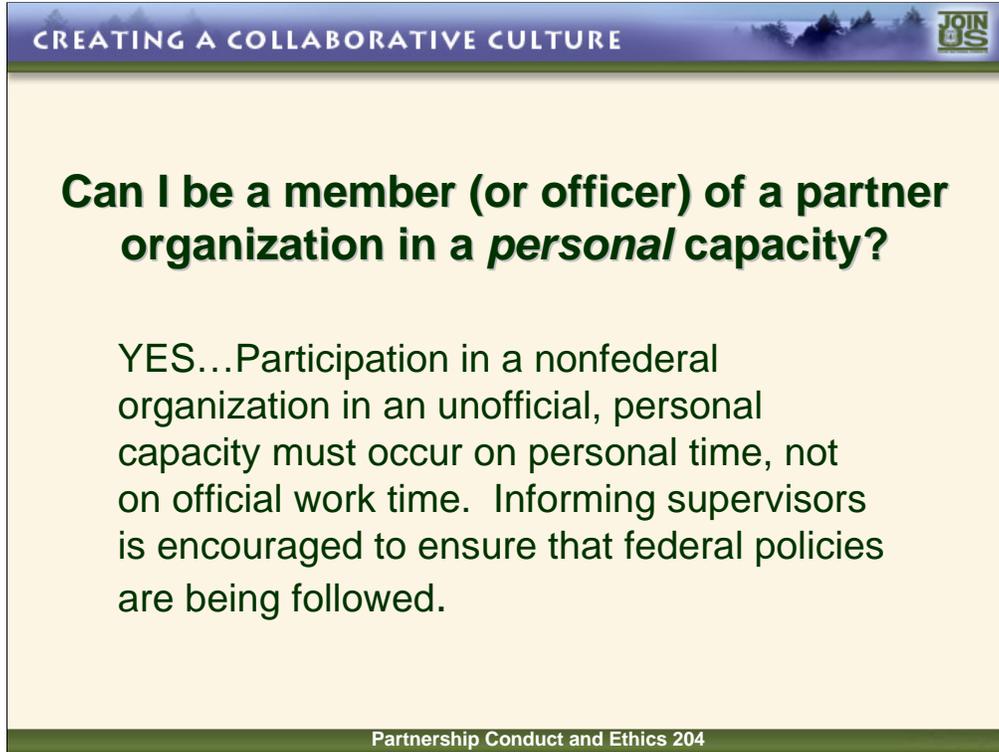
**When Serving In “Official” Capacity,
Employees may **Not**:**

- Accept Compensation for official duties performed with partner organization (incl. honoraria)
- Utilize appropriated funds to do work activities through a partner that the Forest Service is not authorized to do
- Perform services in support of a partner’s efforts to lobby Congress

Partnership Conduct and Ethics 204

You may not seek or accept compensation from any non-federal source for performing your official duties (18 U.S.C. 209). If you are participating officially, accept no outside pay or compensation from the organization.

18 U.S.C. 1903 Prohibits lobbying with appropriated funds. An agency cannot work through a partner or non-federal entity to do what the agency itself is prohibited from doing.



CREATING A COLLABORATIVE CULTURE 

Can I be a member (or officer) of a partner organization in a *personal* capacity?

YES...Participation in a nonfederal organization in an unofficial, personal capacity must occur on personal time, not on official work time. Informing supervisors is encouraged to ensure that federal policies are being followed.

Partnership Conduct and Ethics 204

Information about participating in nonfederal organizations in a personal capacity:

The Forest Service will not cover an employee's travel expenses, authorize the use of government vehicles, allow meetings on federal property or permit the use of government equipment to support personal participation in nonfederal organizations. The exception is if the participation has been identified and approved as part of an employees personal development (training) plan.

An employee may not serve in a personal capacity as an officer, member of the board of directors or other position of fiduciary interest if the position is offered to the employee based on his or her official Forest Service assignment or position.

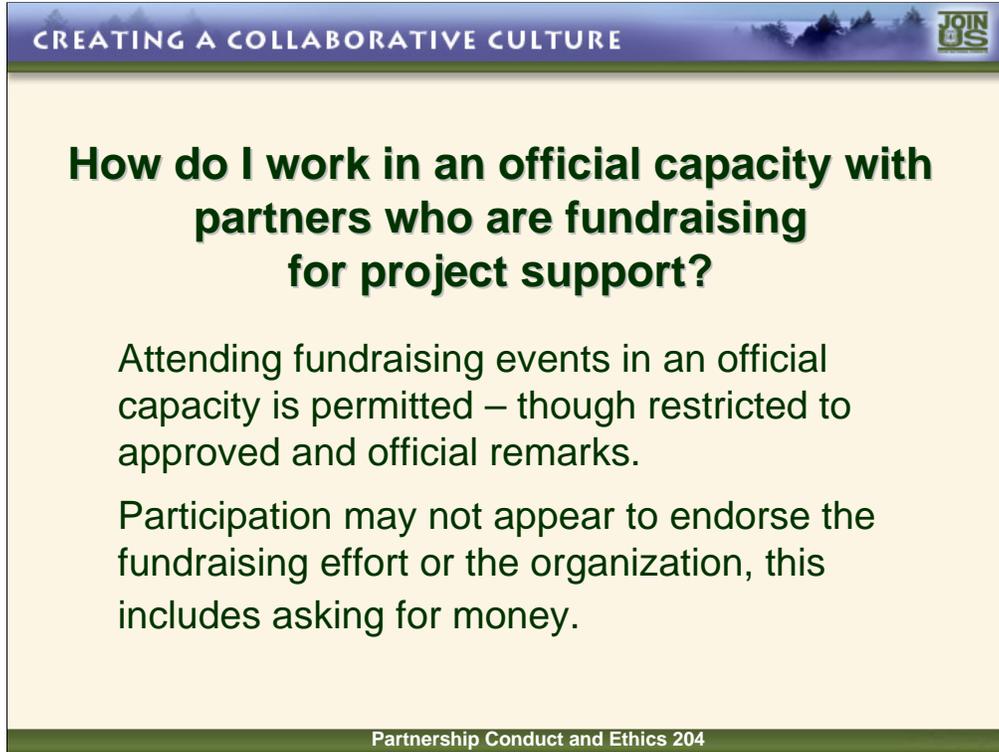
To receive pay for personal services or as an unpaid consultant for a nonfederal organization, an employee needs to seek prior approval (5 CFR, Part 8301).

CREATING A COLLABORATIVE CULTURE 

A Word of Caution...

Participating in a personal capacity must not compromise an employee's first responsibility to represent the interest of the Federal government. When in doubt, consult your Ethics Officer.

Partnership Conduct and Ethics 204



CREATING A COLLABORATIVE CULTURE

JOIN US

How do I work in an official capacity with partners who are fundraising for project support?

Attending fundraising events in an official capacity is permitted – though restricted to approved and official remarks.

Participation may not appear to endorse the fundraising effort or the organization, this includes asking for money.

Partnership Conduct and Ethics 204

Forest Service involvement in fundraising events of partners or other nonfederal organizations is subject to the same conduct and ethics guidelines for Forest Service employees in any fundraising event. In other words it is limited! Outside of making an official speech, fundraising in an official capacity is limited to the Combined Federal Campaign or special solicitations approved by the Director of Personnel Management.

Hopefully, the next few slides will provide some clarification of what is really considered to be fundraising and the appropriate actions that employees may take when working with partners.

CREATING A COLLABORATIVE CULTURE 

Things Employees “Need to Know” when Attending Partner Fundraising Events:

- Can be named on invitation as speaker but not shown as sponsor
- May wear uniform, but limit remarks to programs, projects or subjects related to the agency’s mission
- Cannot ask for money, support or receive donations on behalf of partner
- May not use title, position or authority to support fundraising efforts

Partnership Conduct and Ethics 204

Partners can fundraise – by direct mail, conducting events or other means – and use those funds to contribute toward a mutual benefit arrangement or other type of agreement. The manner by which the partner raises funds from outside sources is not governed by the Forest Service or Department of Agriculture regulations.

Partner organizations support partnership projects by providing in-kind services, gifts, donations, and participating in fundraising campaigns to raise monetary support for cost share and other projects.

Forest Service officials may attend fundraising events, but official remarks must be limited to agency programs, projects or subjects that relate to the agency’s mission. Any questions about funding or how to make contributions must be referred to the partner organization.

CREATING A COLLABORATIVE CULTURE 



Key Point:
Partnerships vs. Fundraising

Negotiating and documenting a mutual benefit agreement with a partner is not considered fundraising.

Mutual benefit exists when both the government and the partner benefit in the same qualitative way from the objectives of the agreement.

Partnership Conduct and Ethics 204

Congress has provided the Forest Service authority to enter into cost share, participating and other agreements with partners and cooperators when there is mutual benefit to both the agency and partner. When the Forest Service enters into such an agreement, each party contributes resources toward the project. The negotiations between the agency and partners to determine the level of each party's contributions are not considered to be solicitation or fund raising.

Forest Service employees can negotiate with partners within the context of these partnership agreements and partners can then fundraise to generate their contribution to the partnership.

CREATING A COLLABORATIVE CULTURE 

Key Point:
Gift & Donation
vs. Partner Contribution 

Partner contributions in support of a mutual benefit agreement are not considered “gifts or donations” under the terms of gift acceptance laws and regulations.

Partnership Conduct and Ethics 204

In the course of developing and documenting mutual benefit partnership arrangements and working with grants and cooperative agreements, the involved partners discuss, negotiate, and document in-kind contributions, cash and other program outlays. These contributions are not considered gifts under the terms of gift acceptance laws and regulations, but rather part of the overall partnership negotiation.

Contribution: To give something to a common purpose, to have a share in any act or effect, or to discharge a joint obligation. Contributions may take the form of money, materials, supplies or labor. A contribution to a cost share or partnership agreement is not to be confused with a gift or donation.

Gift: A donation of something of value in which less than market value is paid or given to the donor in return. It can be cash, securities, land, facilities, personal property and services.

(Partnership Guide page 67) Can I accept a gift or donation from a partner?

CREATING A COLLABORATIVE CULTURE 

Remember...

Contributions negotiated in a partnership agreement are not the same as a gift or donation to the Forest Service.

Partnership Conduct and Ethics 204

CREATING A COLLABORATIVE CULTURE

**Gifts and Donations:
Can the Forest Service Accept a
Gift from a Partner?**

The Chief or the Chief's designee may accept unconditional gifts (FSM 5420)

- No gift shall be accepted from a prohibited source
- Consult with your Office of General Counsel

Partnership Conduct and Ethics 204

The Forest Service's authority to accept gifts is governed by Departmental Gift Act and Agency Gift Act authorities. The USDA Directive on acceptance of gifts was extensively revised in 2003 and sets forth Department policies and procedures for acceptance and solicitation of gifts of property, including cash to the Department and agencies of the Department.

Gift: a donation of something of value in which less than market price is paid or given to the donor in return. It can be cash, securities, land, facilities, personal property, and services.

Unconditional gift: a gift made with no conditions on its use. It can be used for any authorized purpose by the Forest Service.

Navigating between these laws and regulations is challenging so when a particular situation or opportunity arises, agency officials should consult with their local Office of General Counsel.

A description of a prohibited source is contained in an upcoming slide.

CREATING A COLLABORATIVE CULTURE 

What the Agency needs to consider before accepting a gift or donation from a partner:

- Conditional gifts may be inappropriate and can only be accepted by the Department's Chief Financial Officer
- Gifts must be documented with an acceptance letter and reported to the Department
- Multiple or duplicate gifts that create a substitute funding stream for routine operational expenses are not allowed
- The National Forest Foundation can accept and solicit gifts on behalf of the Forest Service

Partnership Conduct and Ethics 204

Conditional gift: A gift made for a specific purpose or with conditions on its use.

Consider directing the donor to NFF if the gift will create an appearance of a conflict of interest.

The National Forest Foundation can accept and solicit gifts on behalf of the Forest Service that may be controversial or prohibited if given directly to the agency

CREATING A COLLABORATIVE CULTURE 

A Prohibited Source is an entity that...

- Seeks official action from the Forest Service
- Conducts or seeks to conduct business with the Forest Service
- Conducts activities regulated by the Forest Service
- Seeks to influence Forest Service policies or regulations
- Has interests that may be substantially affected by your official duties (performance or non-performance)
- Hopes to use your position as a Forest Service employee to benefit or further it's efforts or mission

Partnership Conduct and Ethics 204

It is important to consider the type of organization/individual you are interacting with. The appropriate levels of interaction with an organization/individual will depend upon the type of organization/individual they are. When working with partners and considering whether or not to accept a gift or donation, you will want to make sure that you are not working inappropriately with a prohibited source!

A “**prohibited source**” is one that...

- Seeks official action from the Forest Service
- Conducts or seeks to conduct business with the Forest Service
- Conducts activities regulated by the Forest Service
- Seeks to influence Forest Service policies or regulations
- Has interests that may be substantially affected by your official duties (performance or non-performance)
- Hopes to use your position as a Forest Service employee to benefit or further it's efforts or mission

Examples of prohibited sources could include anyone or any organization:

- For-profit enterprises; environmental organizations; timber/industry organizations; special use permittees
- Friends Groups; Partners & potential partners
- Certain lobbying groups & Political Action Committees

Hopefully this will impress upon you the importance of consulting with your Office of General Counsel or working with a partner to incorporate their donations into “contributions” toward a project or program as part of a formal agreement.

CREATING A COLLABORATIVE CULTURE 

Remember...

- Potentially any group or individual may be a prohibited source of gifts or donations if they are seeking official action from the Forest Service.
- Contributions negotiated in a partnership agreement are not the same as a gift or donation to the Forest Service.

Partnership Conduct and Ethics 204

CREATING A COLLABORATIVE CULTURE 

What is the proper way to recognize partners for their contributions?



Recognizing partners for their contributions visibly demonstrates the agency's appreciation and underscores the value of partner's contributions toward stewardship of the nation's lands and natural resources.

Partnership Conduct and Ethics 204

The Forest Service recognizes that partners are essential to protecting and restoring the health of forests, grasslands, and the communities that depend on them. Voluntary partner contributions in support of a cause may come in a variety of forms, including: volunteer time and expertise, materials or other real property and money.

The following slides describe some guiding principles for recognizing partners and donors.

CREATING A COLLABORATIVE CULTURE 

Principles For Partner Recognition



- Letters of appreciation, news releases, public events, mementos, signs, displays, plaques, certificates can be used to recognize accomplishments
- Recognition should be within the context or program benefiting from the partnership
- Recognition of corporate/business partners must not imply product endorsement

Partnership Conduct and Ethics 204

Most donor recognition should occur off of National Forest System lands through letters of appreciation, press releases, mementos, certificates and other items that commemorate contributions or efforts by partners.

Don't underestimate the importance of thank you letters from local line officers to acknowledge the contributions that partners have made to a project or program. This information can be posted on agency websites.

Publicity through unpaid media: news releases to newspapers, magazines, web news services, radio and television, articles in Forest Service newsletters and articles in the donor's media (organization newsletters) are effective ways that the Forest Service can publicly acknowledge important contributions.

Nomination for an award through the Forest Service awards process (FSM 6140) or non-agency sources at the local or state levels may also be appropriate.

CREATING A COLLABORATIVE CULTURE 

More Principles For Partner Recognition...



- All physical forms of onsite recognition should be tasteful and non-obtrusive
- Onsite recognition associated with provision of services should be posted in close proximity
- Donor recognition plans should be developed; consult the National Partnership Office and Partnership Guide

Partnership Conduct and Ethics 204

In some cases it may be appropriate to acknowledge partner contributions onsite (At a trailhead, on the interpretive sign at the location of a site restoration project or within a visitor center complex). National Forest System lands should remain free of commercialism: advertising, marketing slogans and taglines should not appear. Donor recognition is not allowed on vehicles.

Partner recognition should not be proposed where it would compete or attract attention away from natural features or detract from the sense of naturalness.

Naming of features, facilities or other permanent recognition may not be used to recognize monetary contributions or other donations to a Forest or the Forest Service – Any exceptions must be approved by the Chief.

The partnership guide contains additional guidance and ideas for partner and donor recognition, including sections on:

- Credit lines and logos
- Interpretive Programs
- Donor/Partner boards and walls
- Special Events
- Regulations governing memorials

CREATING A COLLABORATIVE CULTURE 

Recognizing Individual Efforts (Nonfederal Partners)

- Non-monetary awards such as letters, certificates, plaques, coffee cups, backpacks or gift certificates can be used to recognize individual achievement
- Awards should display the Forest Service Shield or appropriate inscription
- Monetary or cash award cannot be offered
- Award ceremonies may offer light refreshments

Partnership Conduct and Ethics 204

Principles for individual recognition are similar to those described for partners and partner organizations: letters of appreciation, press releases, mementos, certificates are appropriate for recognizing individual achievement.

Award ceremonies can be opportunities for medial events and provide high profile recognition of individual partner's service. This ceremony could occur on-site at the local unit or at a venue or forum in which the donor is involved, such as an annual meeting or convention of the service organization.

Nomination for an award through the Forest Service awards process (FSM 6140) or non-agency sources at the local or state levels may also be appropriate.

CREATING A COLLABORATIVE CULTURE 

Partners Recognizing Forest Service Employees

- Partners who recognize agency employees are bound by ethics guidelines set by law
- Employees may accept tokens such as plaques, certificates, trophies & cards
- Non-cash awards valued at \$200 or less from sources not affected by employee or agency are permitted
- Employees may receive gifts valued up to \$20 per occasion, up to \$50 in any single year per source

Partnership Conduct and Ethics 204

The Partnership Guide contains additional information about what is and is not appropriate recognition for federal employees, including:

- Conference fee waivers and meals when an employee is speaking in an official capacity
 - Snacks such as coffee and donuts that are not part of a meal
 - Gifts cannot be solicited or coerced by a federal employee
 - Agency employees may receive gifts up to \$20 per occasion, up to \$50 in any single year (see bullet on slide about frequent gifts)
-
- Appendix H contains legal references and additional information about Recognition/Endorsement and other conduct and ethic topics of concern



In Summary:

- As a federal employee your first responsibility is to represent the interests of the government
- Negotiating and documenting a mutual benefit agreement with a partner is not considered fundraising
- Partner contributions in support of a mutual benefit agreement are not considered “gifts or donations”
- There are ways to recognize partners for their help
- There are limits to what you may do in your official capacity

CREATING A COLLABORATIVE CULTURE 

References & Websites

- Partnership Guide, Chapter IX., Conduct and Ethics:
www.partnershipresourcecenter.org/resources/partnership-guide/
- USDA Office of Ethics:
www.usda-ethics.net
- USDA Online Ethics Training:
www.usda-ethics.net/training/index.htm

Partnership Conduct and Ethics 204



Acknowledgements

- Pinchot Institute for Conservation
- National Forest Foundation
- National Park Service
- Bureau of Land Management
- USDA Office of General Counsel
- FS Grant Strategists Enterprise Team
- US Forest Service, including:
 - **National Partnership Network, National Partnership Office, National Forest System, NFS – Business Operations, Research and Development, State and Private Forestry**

CREATING A COLLABORATIVE CULTURE 

Looking for More Training? Here's a complete list of modules.

- Partnerships and Collaboration 101
- Collaboration 200
- Meeting Objectives Through Partnerships 201
- Developing a Partnership 202
- Partnership Authorities and Instruments 203
- Partnership Conduct and Ethics 204
- Understanding Nonprofits and National Forest Foundation 205
- Partnership Administration 301
- Step by Step Partnership Administration 302
- Partnership & Collaboration Tools 303

Partnership Conduct and Ethics 204