

# International Agreements

---

Handbook of  
Procedures &  
Guidelines

2015

---



**Office of International Affairs**

Ronan Hall 330

[www.oia.cmich.edu](http://www.oia.cmich.edu)

Phone: 989-774-4308

Fax: 989-774-3690

**Central Michigan University**  
**International Affiliation Agreements**  
**Handbook of Procedures and Guidelines**

**Table of Contents**

<b>Introduction .....</b>	<b>1</b>
<b>Types of International Agreements.....</b>	<b>1</b>
<i>Memorandum of Understanding .....</i>	<i>1</i>
<i>Memorandum of Agreement.....</i>	<i>2</i>
<i>Addendum or Appendix.....</i>	<i>2</i>
<i>Amendment.....</i>	<i>2</i>
<b>Initiating an International Agreement .....</b>	<b>3</b>
<i>Contact Office of International Affairs .....</i>	<i>3</i>
<i>Principles .....</i>	<i>3</i>
<i>Planning Questions .....</i>	<i>3</i>
<i>International Regulations.....</i>	<i>4</i>
<i>Tuition Reduction .....</i>	<i>4</i>
<i>Resources.....</i>	<i>4</i>
<b>Developing the Agreement .....</b>	<b>5</b>
<i>Components of Most Agreements .....</i>	<i>5</i>
<i>Flowchart for Agreement Development .....</i>	<i>6</i>
<b>Final Agreement Review and Approval .....</b>	<b>6</b>
<b>Evaluation and Renewal .....</b>	<b>7</b>

## Introduction

International education has been a priority of Central Michigan University since 2000 and the number of active international agreements has continued to grow. These agreements outline both the expectations and obligations for each party in the agreement. Because these agreements are legal contracts, it is important that university policies and procedures are followed and that there is good communication throughout the process.

Once you determine that an international partnership is valuable, it is your responsibility as the primary initiator of the partnership to work with the Office of International Affairs (OIA) and Academic Effectiveness to make certain that the University, our students, and you are legally protected. An affiliation agreement provides that necessary legal protection. All agreements are carefully reviewed and require the signature of the Vice Provost for Academic Effectiveness, Provost or President.

This Handbook provides a useful and practical working reference and framework for faculty, staff, and academic units that are considering collaborating with an international partner. It contains detailed information to assist you as you begin the process of building international relationships and formalizing agreements. If you are thinking about establishing an international agreement, you should begin the process by contacting the Office of International Affairs.

This Handbook focuses solely on international agreements. For guidance with affiliation agreements that are between institutions within the United States, contact Academic Effectiveness and refer to the Affiliation Agreements Handbook of Procedures & Guidelines available on their webpage.

## Types of International Agreements

Agreements with international institutions may involve a variety of experiences. The most common include joint degree and dual-degree programs, student exchange, faculty research collaboration, internship and field experiences, study abroad, and articulation agreements that allow for the transfer of credit. These agreement types are further defined in Definitions of Types and Terms used in Affiliation Agreements on the Academic Effectiveness website.

These relationships are detailed in formal agreements that usually take the form of one or more of the following:

- **Memorandum of Understanding (MOU)** is the most general international agreement. It expresses the intention to continue and encourage mutual cooperation most often in a few specific areas. It follows successful initial discussions, but precedes detailed planning. An MOU is not always necessary, especially in cases where close collaboration has already taken place.
- **Memorandum of Agreement (MOA)** is a detailed and binding contract between the two parties. It includes specifies the terms and requirements of each partner and details the obligations of each institution.
- **Addendum or Appendix** is attached to an MOA and provides additional information such as updated contact information, an expanded relationship or area of focus. If attached at the time of the original signing of the MOA, it does not need to be signed.

However, if it is agreed upon after the MOA is signed, and then it must be routed and signed similarly to the original MOA.

- **Amendment** changes the terms of an agreement such as the ending date, budget, fees, or focus. An amendment must be approved and signed by both parties.

## Initiating an International Agreement

### *Contact Office of International Affairs*

Your first step in the development of an international partnership is to contact the Office of International Affairs. OIA will help you determine if a current agreement already exists and who on their staff is best able to assist you. Someone from OIA will assist you in developing the agreement and guide you through the approval process.

### *Principles*

All international agreements must provide opportunities for faculty professional development including joint research, study abroad, attracting international students to CMU, or a combination of these. The agreement must complement current CMU efforts to internationalize the campus and must assure an appropriate return on investment if it involves CMU financial and/or human resource commitments including a reduction in tuition.

### *Planning Questions*

There are a number of preliminary questions that are important to answer as you begin to plan for an international agreement. Below is a list of questions for you to use as a starting place.

- Is this an appropriate country in which to establish a formal relationship?
- Is this an appropriate institution with which to cooperate?
- Does CMU maintain a similar relationship with a different institution but within the same country?
- Do opportunities already exist that would permit the proposed activities or that could be expanded to include them?
- Does the proposed agreement serve the mission and needs of the proposing unit and the university?
- Will the agreement positively impact students and faculty of the proposing unit?
- What risks, if any, might there be to the proposing unit and the university?
- Are there any additional foreign agencies to consider such as a Ministry of Education or regulatory board?
- How will the agreement impact the internationalization of the proposing unit and of the university?
- Will any courses be offered through distance delivery or at a foreign location?
- What costs to the unit proposing the agreement, to other units, and to the university, will be involved in the agreement? Are the resources available?
- Will there be true mutual benefits from the agreement for the proposing unit as well as for the partner institution?
- What other units of the university, besides the initiating unit, will be affected by the agreement?

## International Regulations

International agreements may need additional documentation before a program or course may be offered to international students or in another country. For example, some programs in China require Ministry of Education permission. Distance education programs in Ontario, Canada must make application to the Postsecondary Education Quality Assessment Board. Gaining governmental permissions takes time and requires special endorsements and signatures. OIA staff will help you negotiate the process of meeting international regulations.

## Tuition Reduction

Tuition is governed by the Board of Trustees and tuition reduction for international students is controlled by the Board Policy and the Manual of University Policies, Procedures and Guidelines on Tuition Rates for Cohorts of International Students. Do not agree to any reduction in tuition without first talking with OIA.

## Resources

The Office of Academic Effectiveness facilitates the development of agreements that involve academic arrangements and/or impact the academic division. Many resources are available on the Academic Effectiveness website at <https://academicaffairs.cmich.edu/agreements/>. From this website you may launch the Agreements Database Search tool, review agreements that are already in place, retrieve a copy of this Handbook, and access electronic versions of the agreement templates.

A screenshot of the Agreements Database Search tool is shown below. Select "International" in the dropdown menu, then search by program, country, college, year of signing and so forth. If you find an agreement that interests you, click on the PDF icon to download it. Reviewing existing agreements will help you become familiar with the documents and the conditions of similar programs.

### Agreements Database Search



ID#

College:

Agency:

Latest Year Signed:  to

State:

Academic Program:

Purpose:

USA or International:

Country (if not USA):

ID	College	Program	Agency	Start Date	End Date	PDF
8762	CBA	Business Information Systems	Tongda College of Nanjing University of Posts and Telecommunications	Dec 18, 2013	Aug 31, 2024	
8756	HSBS	Teaching English to Speakers of Other Languages	Guangxi Normal University	Feb 24, 2014	Feb 24, 2024	
8757	HSBS	Teaching English to Speakers of Other Languages	Dongfang International Center for Educational Exchange	Feb 24, 2014	Feb 24, 2024	
5312	EHS	Student Teaching	Colegio La Salle Oaxaca	Jun 19, 2015	Jun 18, 2022	
7138	EHS	RPL-All Programs	Universidad Rafael Landivar	Jun 02, 2015	Jun 01, 2022	
9120	EHS	Interior Design	Al Alwan Engineering consultant Office	Apr 15, 2015	Apr 15, 2022	
4075	EHS	RPL-All Programs	Universidad de Monterrey (UDEM)	Feb 15, 2015	Feb 15, 2022	
10177	EHS	RPL-All Programs	Tecnologico de Monterrey	Jun 29, 2015	Jan 29, 2022	
3386	EHS	RPL-All Programs	Universidad Iberoamericana, A.C. (UIA)	Jan 20, 2015	Jan 20, 2022	
8928	CMU	All Programs	Kaya Responsible Travel	Jan 21, 2015	Jan 20, 2022	
8900	CFA	Integrative Public Relations	Interpublic Marketing Services LTD Shanghai	Jan 01, 2015	Dec 31, 2021	
5736	EHS	RPL-All Programs	Universidad Popular Autonoma del Estado de Puebla, Mexico (UPAEP)	Sep 15, 2014	Sep 15, 2021	
8769	CHP	Exercise Science	Waterford Institute of Technology	Mar 31, 2014	Jun 30, 2021	
8767	EHS	Secondary Education	BCC International Education Group, LTD.	Jun 13, 2014	Jun 13, 2021	
8220	CBA	MSIS	The University of Leoben College	Feb 13, 2014	Jun 01, 2021	

Contact Mitchel Hartman, Affiliation Agreements Coordinator, 989-774-7211, [hartm1m@cmich.edu](mailto:hartm1m@cmich.edu) for assistance in using the search tool or securing existing agreements.

## Developing the Agreement

After you have outlined the type of experience and identified the partner, the next step is to discuss the partnership with your department chair and dean. You will need their written approval before the agreement will be signed. Clarify your need for human and/or financial resources and develop a budget. For example, will faculty be needed to deliver programs either on-campus or abroad? Will staff be needed to administer and support the program? Will department and college budgets need to be adjusted to provide the necessary support or faculty/staff replacement? If your proposed partnership involves student or faculty research, meet with the Office of Research and Graduate Studies for advice on intellectual property and the sharing of data.

It is important that the initiator not make any verbal commitments to the partner institution in advance of a draft agreement. OIA will work with the Affiliation Agreements Coordinator to develop the agreement and will guide you in your responses to partner questions. Common components of affiliation agreements developed by CMU are detailed in the following section. Take time to become familiar with the information included in standard agreements. In some cases, prospective partner institutions or organizations may offer a draft agreement. The Affiliation Agreements Coordinator will review the proposed agreement and clarify any questions with both General Counsel and Risk Management. The Agreements Coordinator can assist with the negotiation of required changes. Whenever there is a question concerning whether or not CMU should enter into a particular agreement, the Provost will make the final decision.

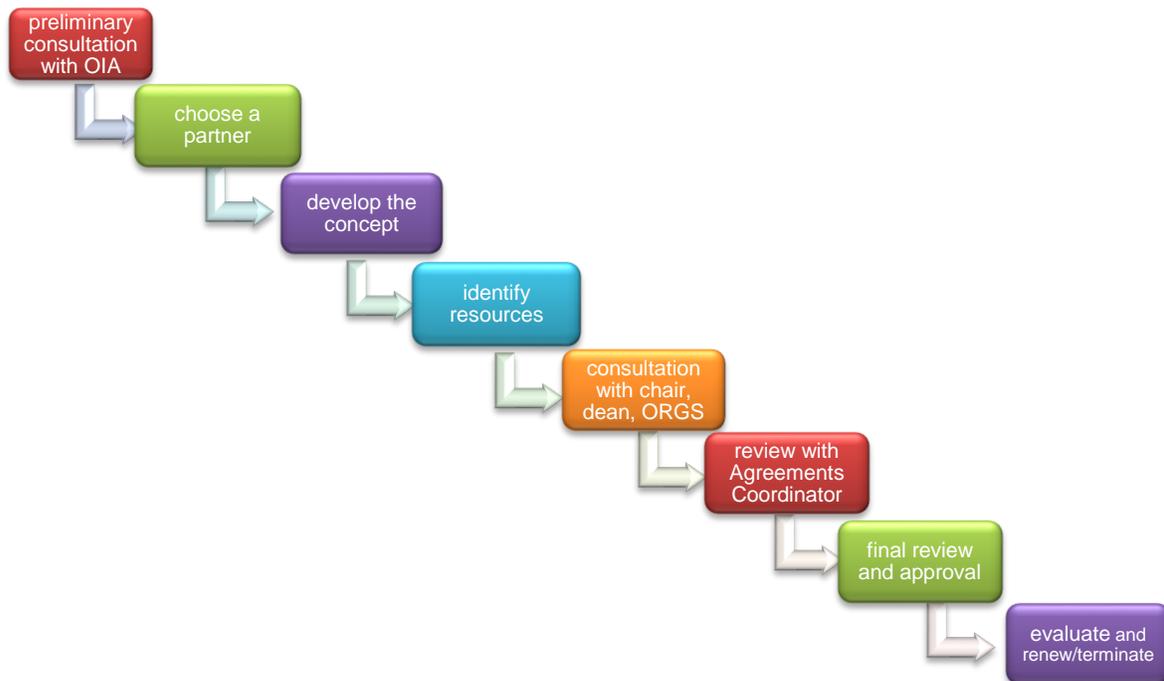
Some of the language in Agreements is standard and designed to protect CMU, its faculty and students while some of the language is required by law. OIA will assist with the development of standard language. However, there are a few details that the initiator will need to provide in collaboration with the partner institution. These details include the:

- academic program(s), department(s), and/or college(s)
- start date
- program goals and objectives
- specific responsibilities of each institution
- contact information for the primary program coordinator for each institution
- duration, not to exceed 7 years, and termination date.

Surprisingly, no two international agreements are alike. Plan to spend about two weeks working with OIA and Academic Effectiveness to develop the agreement.

## Flowchart for Agreement Development

This flowchart summarizes the steps in the development of international agreements.



## Components of Most Agreements

All agreements are between the Central Michigan University Board of Trustees and another institution or organization. Most agreements contain the following components:

- ***Institutional and/or organizational information:*** Describes briefly both institutions including information about the history, major academic components, size of student body, strengths, ranking/accreditation, program specific information (if applicable), or other information as appropriate. OIA will provide the description of CMU that should be used.
- ***Goal(s) and objectives of the agreement:*** Summarizes the overall purpose of the agreement, specific goals, and student learning outcomes.
- ***Terms and conditions:*** Details the precise items to which the partners are agreeing. This may include timelines, physical or research resources to be provided by each party, frequency and size of exchanges, qualifications of students/faculty/staff who will participate, and other details so that it is clear to the reader what is required of each institution.
- ***Institution responsibilities:*** Describes the responsibilities each party will assume within the agreement period. Responsibilities of each institution and mutual responsibilities must be spelled out in enough detail so that there is no ambiguity about who is responsible for what. Responsibilities include, but are not limited to, the following items: 1) costs such as tuition and fee rate, international and/or local transportation, housing, health insurance; 2) program content, grading criteria, length of delivery, credit or no-credit bearing; and 3) transfer of credit and English language testing.

- *Contact information:* Lists the names and/or offices from both institutions for the ongoing management of the agreement after both parties sign it. The contacts from both parties will be responsible for communications and for administering the agreement.
- *Abiding by institutional policies:* States that neither partner institution may take any action contrary to established policies, procedures, and practices of the other institution.
- *Agreement modification:* Describes the process by which the agreement can be modified, amended, or supplemented including who would be authorized to modify, amend, or supplement the agreement.
- *Duration:* Describes how long the agreement will be in effect. Agreements must have an expiration date. Most agreements should have a life of three to seven years before being renewed. The primary contact should evaluate the success of the program and objectives of the agreement at least annually with the department chair and dean.
- *Extension or renewal:* Describes the procedure for extending or renewing the agreement, including the minimum length of time that should be used for giving notice by either partner.
- *Termination:* Details the procedure for terminating the agreement before the expiration date, including the minimum length of time that should be used for giving notice by either institution of early termination. Some agreements may state that an agreement will automatically terminate if no activity takes place for a semester or a year or some specified time.
- *Signatures:* Only the University President or the Executive Vice President/Provost may sign international agreements after the appropriate agreement reviews and approvals are complete.

## ***Final Review and Approval***

The Office of International Affairs (OIA) functions as the coordinating and facilitating body throughout the process of developing and implementing an international affiliation agreement. Department chairs and academic program directors evaluate any proposed agreement that involves that department or program. The program initiator and department chair must communicate with the college dean. Written approval from the department chair and dean will be required before the agreement moves forward.

OIA will forward the agreement with the chair and dean endorsements to the Office of Academic Effectiveness. The Agreements Coordinator and Vice Provost for Academic Effectiveness will review all international agreements to ensure that they comply with internal University policies and are consistent with accreditation requirements. They will determine who will sign the agreement first or if there will be a joint signing ceremony. Only the President and Executive Vice President/Provost are authorized to sign an international agreement by Board of Trustees Policy. The Vice Provost will secure appropriate institutional signatures.

## ***Evaluation and Renewal***

CMU should evaluate the outcomes of each agreement annually. If the decision is reached to terminate an agreement, that decision must be communicated to our international partners in a timely manner. If a decision is made to renew the agreement, the conditions and outcomes should be reviewed by the program participants, department chair and dean. All extensions of an agreement require an amendment to the original agreement signed by both parties. OIA and Academic Effectiveness will facilitate the process of renewing, revising, or terminating the agreement.