

---

Policy Title:	Partnership and Articulation Agreements	Policy Version:	2
Policy No:	5500	Approval Date:	October 23, 2017
Original Submission Date:	7 January 2015	Effective Date:	October 23, 2017
Approval Body:	Academic Council	Revision Date:	October 2017

---

## Policy Statement

Acsenda School of Management (ASM) aims to achieve partnerships and articulations agreements with reputable post-secondary institutions that will enhance learning and cross-cultural experiences, and provide education pathways for students at ASM and students at partner institutions. Opportunities for faculty research and cross cultural experience may also be achieved through partnerships with other post-secondary institutions. All partnership and articulation agreements must comply with the terms of consent for the degree programs involved as determined by the BC Ministry of Advanced Education.

## Purpose

This policy outlines the criteria used to assess the viability of potential partnerships and the procedures to be followed for articulation agreements. The Partnership and Articulation Agreements policy replaces the Educational Affiliations Policy approved by the Academic Council in 2004.

The following are criteria used to assess the viability of potential partnerships. Partnerships must:

- Be with a recognized and reputable institution
- Recognize the complementary strengths of each institution, and the need to collaborate on planning, decision making and action items.
- Be based on complementary and mutually shared goals and priorities that align with ASM's vision, mission and purpose.
- Focus on programs involving students transferring to ASM for degree completion and those that are comparable in curriculum content and learning outcomes
- Recognize the need for transparency in terms of resources, capabilities, and institutional constraints and limitations.
- Build upon each institution's competitive advantage to create new models of and opportunities for advancing management education.
- Uphold or enhance the quality and reputation of ASM's academic programs
- Address any academic integrity or compliance, legal, safety, and financial risks to ASM, its faculty, and its students.

The following areas represent the preferred types of partnerships:

1. Options for students from another institution to complete their degree program at Acsenda after successful completion of the first two or three years at the partner institution.
2. Recognition of ASM's degrees for acceptance into graduate programs
3. Opportunities to collaborate on provision of internships

The following areas represent the other types of partnerships welcome by ASM:

4. Opportunities for ASM students to complete concentrations or specializations not offered at ASM
5. Opportunities for ASM students to gain a cross cultural/national or international experience by studying one or two terms elsewhere
6. Use of technology to increase accessibility to courses and communication between students and faculty at partner institutions.
7. Faculty collaboration on research, innovative teaching practices, and other areas of mutual interest (caution that ASM does not have funding for research at this time).
8. Opportunities for faculty and student exchanges where possible.

## Articulation Agreements

The following defines the objectives of articulation agreements and outlines the articulation process between Acsenda School of Management and other educational institutions.

Acsenda School of Management recognises the reality of student mobility and supports the stand of the BC Council on Admissions and Transfer (BCCAT) regarding *“the fundamental principle of equity on which articulation environment is built: that students should not have to repeat content of which they have already demonstrated mastery, nor be denied credit because of technicalities. Nor should they be credited with learning they have not acquired, especially if that learning is fundamental to their advancement to further study or a required element of their program”*.

Following the Principles of Articulation as provided by BCCAT, Acsenda School of Management will insure that courses requested are articulated fairly and consistently.

Foundational Principles:

**Equivalence:** Identifying the degree to which courses match in terms of content, outcomes, and level.

**In Lieu:** Accepting a course in place of a course offered at the receiving institution.

**Applicability:** Awarding transfer credits for courses that can be used to fulfill the specific or general requirements of a program at the receiving institution.

**Fairness:** Not placing restrictions on equivalent courses unless those same restrictions apply at the institution awarding the transfer credit.

Operational Principles:

**Comparability:** Using a comprehensive course outline that both contains sufficient information to allow for the assessment of equivalence and conforms broadly to the norms of course description in BC.

**Transparency:** Assessment practices should be open to scrutiny. The persons responsible should be able to explain transfer credit decisions, including any influencing factors.

**Efficiency:** The articulation process should not be overly time-consuming or complex.

**Parity of Esteem:** “Faculty should treat courses from other institutions as they would like their own courses” (John Denisson, Professor Emeritus of Higher Education, UBC). This process involves communicating diplomatically, offering constructive suggestions, avoiding dictating terms, and providing justification for an award of “no credit”.

## Scope

The policy will apply to all partnership and articulation agreements involving Acsenda School of Management. No other party will enter into discussions with another institution without the written permission of the President of ASM or his/her designate.

Courses of a vocational/technical nature are generally not transferable. However, if such work is judged to be pertinent to the needs of a particular curriculum, credit will be granted upon the recommendation of the Department Head/Program Coordinator for the student's curriculum. A set of vocational and technical courses from regionally accredited institutions, may be evaluated for course transfer credits.

Partnership agreements that do not involve specific articulation or recognition of credit will be approved the President and Vice Chancellor of ASM and will include the following:

- Inactivity Clause – that if a partnership or articulation agreement does not result in any of the intended results two (2) years after signing (for example, no student or faculty exchanges have occurred) the agreement will be reviewed by both parties and may be nullified with the agreement of both parties or according to the termination clause.
- Provisions for exchange students and faculty members must be clearly outlined in agreements involving such exchanges.
- Approval by the Ministry of Advanced Education for any agreements involving the creation and delivery of joint degrees or programs requiring Ministry approval.

## Definition

These definitions apply to terms as they are used in this policy.

Word/Term	Definition
Partnership Agreement	A partnership agreement is a collaboration agreement with one or more academic institutions to accomplish a mutual goal that may involve exchange or sharing of resources such as faculty and students; or agreements to establish joint programs or marketing initiatives.
Articulation Agreement	An articulation agreement is a legal document produced when two or more academic institutions follow a process leading to a partnership to provide a formalized pathway for student transfer.  Articulation agreements include the following: <ul style="list-style-type: none"> <li>• “Course by Course” transfer agreements</li> <li>• “Block” transfer agreements</li> </ul>

## Related legislation

None directly related to this policy

## Related policies

Policy Number	Policy Title
N/A	Admissions Policy (2004, Revised 2013)
N/A	Transfer Credit Policy (2004)
N/A	Educational Affiliations Policy (2004)

## Responsibility

The Vice President Enrolment and Student Services/Registrar and/or the appropriate Dean or Director of a program is the primary contact for discussions regarding all proposals for partnership and articulation agreements.

The Dean or Director, in consultation with relevant department heads or faculty members reviews curriculum and communicates with the counterpart at the other institution(s) to determine course matching and credits to be granted through articulation agreements.

The President approves and signs all partnership and articulation agreements.

Academic Council will be informed of any partnership and articulation agreements entered into by ASM.

The Vice President Enrolment and Student Services/Registrar and Vice President Academics are responsible for ensuring that partnerships and articulations are implemented and adhered to according to the agreements and to bring forth any problems or issues not covered by the agreement to the President or his/her designate.

The President has the authority to terminate partnership or articulation agreements according to the termination clause identified in each agreement.

The Vice President Enrolment and Student Services/Registrar is responsible for maintaining and updating records of all partnership and articulation agreements.

---

Policy Title:	Partnership and Articulation Agreements	Policy Version:	2
Policy No:	5500	Approval Date:	October 23, 2017
Original Submission Date:	7 January 2015	Effective Date:	October 23, 2017
Approval Body:	Academic Council	Revision Date:	October 2019

---

## Procedures

All proposals to establish partnership or articulation agreements covered by this policy must be approved by the President.

The proposal should outline the purpose of the agreement, and include (but not be limited to) the following:

- the value proposition of the agreement
- the credibility/reputation of the partner school
- the transfer matrix
- provisions for student or faculty exchanges
- quality assurance mechanisms
- indirect impact on other areas of CIBT
- termination provisions

The proposal must include a statement acknowledging the proposed agreement's adherence to relevant Acsenda School of Management policies and procedures.

Partnership and articulation agreements with other Canadian education providers will generally be for a period of two (2) years and may be for a longer period (in some cases up to five (5) years) provided that all agreements are reviewed during the second year to determine whether the arrangements remain current or require updating. Articulation agreements with education providers outside Canada will generally be for a period of three (3) years and may be reviewed in the end of every year to determine whether the arrangements remain current or require updating. Any agreement may be reviewed when deemed necessary by one or both parties (for example, changes in the circumstances or status of either institution).

The formal agreement will be presented to the Academic Council for information.

All articulation and partnership agreements will be maintained in the Office of the Registrar.

### ✓ **Three major phases:**

#### **1. Preparation**

This phase includes:

- information gathering and initial screening of potential partner (completion of Education Provider Questionnaire; institutional background check through major search engines; etc.)
- assessment of the financial viability and “business case” of the proposed articulation
- assessment of advanced standing based on proposed transfer matrix

- determination of requirement for Letters of Permission by the home institutions before students may register for courses.
- course-by-course evaluation by Department Heads, Program Coordinators and Faculty based on course outlines submitted
- submission and presentation of articulation proposal to the Academic Standards Committee of ASM.
- Approval of the draft agreement by the President and Vice Chancellor

## **2. Formalization**

This phase includes:

- Preparation of formal agreement including the approved transfer matrix of courses and the terms and conditions
- Signing by the designated Academic Officers of both institutions
- Entering of final approved agreement into relevant databases

## **3. Maintenance**

This phase includes:

- Reporting protocols regarding program changes, student intakes and expected student transfers.
- Administration of the agreement by the relevant Dean or Director and the Registrar
- Close coordination and sharing of best practices among faculty
- Continuing quality assurance initiatives
- Implementation by partner school of the Marketing Plan to support student transfers under the articulation agreement

## APPENDICES

Policy Title:	Partnership and Articulation Agreements	Policy Version:	1
Policy No:	5500	Approval Date:	October 23, 2017
Original Submission Date:	7 January 2015	Effective Date:	October 23, 2017
Approval Body:	Academic Council	Revision Date:	October 2019

### ARTICULATION AGREEMENT CHECKLIST

PHASE	CHECKLIST ITEM	DOCUMENTS REQUIRED	Responsibility
<b>1. PREPARATION</b> Information Gathering and Screening	<b>a. Institutional Profile</b>	<b>Completed Education Provider Questionnaire</b>	<b>Dean/Registrar</b>
	✓ Institution History		
	✓ Academic Governance, accreditation		
	✓ List of Key Academic Officers, Faculty and their credentials		
	✓ Organizational Chart		
	✓ Admission and Transfer Credit Policies		
	✓ Most recent calendar or program brochures		
	✓ Copy of Actual Transcript (student information redacted)		
	✓ Enrolment statistics, number of graduates		
	✓ Expected number of students interested in transferring to ASM		
	<b>b. Determination of a good business case</b>		<b>Marketing Department &amp; Senior Leadership Team</b>
	✓ Good “fit” in institutional strategic objectives		
	✓ Financial feasibility of partnership		
	<b>c. Preparation of Transfer Matrix</b>		<b>Prospective Partner Institution</b>
	✓ Review of ASM Curriculum & determining proposed transfer matrix		
✓ Submission of Detailed Course Outlines for recommended course transfers			
<b>d. Review of Transfer Matrix</b>		<b>ASM</b>	
✓ Review of courses to determine: <ul style="list-style-type: none"> <li>○ Direct equivalence/Course waivers</li> <li>○ Transfer credits</li> </ul>		<ul style="list-style-type: none"> <li>✓ Department Heads</li> <li>✓ Program Coordinators</li> </ul>	
<b>e. Finalisation of Transfer Matrix for approval</b>		<b>ASM</b>	
✓ Presentation for consideration		Acad. Standards Committee.	
✓ Final approval		President	
<b>2. FORMALIZATION</b>	<b>a. Articulation agreement and supporting documents</b>		<b>ASM &amp; Partner Institution</b>
	✓ Preparation and finalization of articulation agreement		Coordination between the partner institutions
	✓ Signing off the articulation agreement		Presidents (Main Signatory) and VP-Academic/Dean (Witnesses) of both partner institutions
	<b>b. Receipt of agreement and finalization of next steps</b>		<b>Deans of both partner institutions</b>

<b>C. MAINTENAN CE</b>	<b>a. Marketing Plan</b>	Marketing Dir. -Partner Institution
	✓ Preparation of Marketing Plan	
	✓ Implementation of Marketing Plan	
	<b>b. Review of Maintenance Triggers</b>	Both partner institutions
	✓ Program Changes (discussion and sharing among faculty members)	
	✓ Quality Alerts (sharing of best practices among faculty members)	
	✓ Viability Alerts	