

## CREATING INTERNATIONAL PARTNERSHIPS & PROGRAMS ABROAD

Cal State Fullerton encourages and supports the development and delivery of programs abroad under partnerships with other universities, colleges, governmental agencies, and special organizations. These are increasingly important in defining the university's mission as a "regional university with a global outlook." Such partnerships and programs must be of mutual benefit to both institutions and are to be developed within a standard framework of review procedures and approvals. Following proper procedures helps to insure the quality of academic program activities, while also protecting the integrity of the university and its academic reputation.

The university currently has nearly 60 formal partnerships with universities located abroad. These range from the Universidade Federal Fluminense in a suburb of Rio de Janeiro, Brazil, to Fachhochschule Nürtingen in Germany and Hong Kong University. The largest number are located in China, where our first partnership was signed in 1984 with Fudan University in Shanghai, Peoples Republic of China.

The keys to a successful partnership rest on three factors: 1) **strong advocacy by a small group of faculty or an individual** willing to serve as "steward" of the relationship; 2) **a focused theme**, such as preparation of leaders in international business, coastal ecological research, training of governmental managers, or the teaching of English to speakers of other languages, just to cite a few examples; and 3) the **commitment of support for program development, delivery, and marketing** by both institutions. Because many of these linkages are implemented through "Special Session" programs, the University Extended Education unit (UEE) is frequently involved in the initial stages of developing such partnerships as well as helping define the delivery components of an academically-centered program.

### Initial Steps and Whom to Contact

1. **First Considerations:** Individual faculty who have an interest in developing a partnership with a particular institution or nation, do so because of their own research and teaching interests, a heritage connectivity, or because the other university asked to formalize an agreement and develop a specific academic linkage. A faculty member should ask herself/himself these questions: (a) Am I willing to devote the time, energy, and personal resources necessary to shape and implement an international partnership and give it priority over an extended period of time? (b) Is this university or organization going to be a suitable partner for Cal State Fullerton? That is, what is their accreditation status? What similarities do they have with our university or what special differences exist that might be appealing to our students and to other faculty? Does the other university or entity have the capacity [read "financial means"] to launch and contribute to the partnership? (c) What are the opportunities for third-party support? For example, the US A.I.D.'s program, "TIES" was central to our development of a partnership with the Autonomous University of Tlaxcala in Mexico. (d) How anxious is the potential partner? The greater the sense of urgency, the more that the university abroad may work

diligently to meet our needs. However, it could also mean that the institution has limited resources and is looking to Cal State Fullerton as merely as a connection to illustrate its legitimacy and international stature. (e) Will a partnership with this institution have sufficient appeal to attract a good participation response from CSUF students? Picturesque settings in Europe, the dynamic changes in China, and heritage connections within the Spanish- or Mandarin-speaking areas of the world are going to be more appealing than say, Scandinavia or certain areas of the Middle East.

These and a host of other considerations can serve to organize conversations within your academic department or unit, regarding the prospects for an appealing international partnership. It is most helpful if others at CSUF share your interest in this location, if not in the specific institution.

2. ***Discuss the Ideas next with your Department Chair and College Dean:*** Such conversations are vital to lay the important groundwork for a partnership and to avoid investing much time and effort in pursuing a direction that is not going to be supported by others. Be prepared to respond to such questions as How will this linkage draw upon and enhance the expertise of our faculty? What is the connection with our curriculum? What will be the appeal to either our CSUF students or to constituent students from abroad? What is envisioned programmatically? --- faculty exchanges, student exchanges, delivery of workshops or a training program, offering a CSUF degree abroad or a focused research project?

Put these ideas into a bullet-form outline of two pages or less to serve as a “roadmap” to guide these initial discussions. The Dean’s Office may be aware of special funding sources that can facilitate the project and may also be open to the idea of providing “seed money” to help launch the partnership [e.g., partial support for international travel].

3. ***Further discussion with the Academic Programs Office and University Extended Education:*** If these preliminary conversations are encouraging and you believe that a solid base of support, then the next step is to engage in a formal conversation with the Associate Vice President for Academic Programs (McCarthy Hall 111) and/or the Director of University Extended Education (College Park 900).

Both offices are the primary authors in preparing formal agreements with international partners. Academic Programs provides general information and advice to faculty and staff who wish to create partnerships and deals with any review curriculum approvals and delivery of academic credit courses or degrees. That office also archives all approved formal partnerships, ranging from “Letters of Intent” or “Memoranda of Understanding” that express goodwill exchanges to “International Agreements” that specify a program delivery and commitment of university resources. The Office of Extended Education helps to define and then delivers specific programs as workshops, training programs, or cohort-based extended learning experiences for groups of visiting scholars or visiting officials. UEE is the unit of the university that is responsible for “Special Session” that are offered outside the regular time blocks in the official university calendar, such as the activities such as those listed above. UEE also is an excellent source of information in dealing with international travel planning and protocols in working with universities abroad.

## **Formal Agreements**

The President of California State University, Fullerton, is the only individual authorized to enter into written agreements with international partner universities or overseas institutions. No faculty or staff member or other administrator can sign partnership agreements on behalf of Cal State Fullerton.

There are two types of approved documents that memorialize cooperative, collaborative arrangements between Cal State Fullerton and international partners. These are labeled “Letters of Intent” or a “Memorandum of Understanding [MOU]” and “International Agreements.”

- a. A “**Letter of Intent**” or “**Memorandum of Understanding**” is general in nature and does not commit university resources to collaborative activities. Its language expresses statements of cooperation and goodwill between California State University, Fullerton and a recognized international institution, which is usually a university, college, or governmental agency. It may also be a for-profit or non-profit non-governmental agency or community-based organization. The content typically contains wording to the effect that the partnership will plan the “exchange of students and/or scholars (faculty): and outlines an interest “to develop cooperative, collaborative projects.”
- b. An “**International Agreement**” is more explicitly descriptive and commits university resources to a defined project, product, or program. Examples would include a specific student exchange between two departments / colleges/ disciplines that indicates the maximum numbers of students who may be assisted, a short-term training program delivery, establishment of a degree program or bundle of selected courses to be made available to the partner institution (either here or at a site abroad), and the commitment of specific outcomes/deliverables and resources to implement these activities.

These usually are drafted by either the Office of Academic Programs or the University Extended Education office [UEE]. On occasion, a prospective partner may initiate such a draft document. Regardless of the source of the formal document, it must be reviewed by both Academic Programs and UEE. It does not become official until it has passed through the full on-campus review process and is signed by the President of the University and a similar ranking counterpart at the other institution.

When the document is an “International Agreement,” it must have an accompanying program budget that will be reviewed by, and is subject to the approval of, the university’s Office of Contracts and Procurement.

## **Approval Steps**

The review and routing of the proposed international partnership document follows the sequence listed below. Electronic templates that can be downloaded are also provided here. Because of the large number of officials involved in the review process, one should allow for several weeks for the document to work its way through the procedure and to reach the Office of the President.

Routing / approval Signatures Required:

1. Initiator – the on-campus faculty or staff member
2. Department Chair
3. Appropriate Administrator / Dean
4. Dean of Extended Education
5. Office of Contracts and Procurement
6. Associate Vice President, Academic Programs
7. Vice President or Division Head
8. President of the University

**Curricular Considerations**

If the cooperative activity is to include one or more courses from the formal university curriculum one or more standing committees is also involved in the review and approval process. These may include the Graduate Education Committee, International Education Committee, or University Curriculum Committee.

University Policy Statements that are applicable to those aspects of the review process are available from on-line at the Academic Senate section of the CSUF web site [www.fullerton.edu/senate/ups](http://www.fullerton.edu/senate/ups) The appropriate policy documents are:

- UPS 320.100 International Education Policy
- UPS 320.100 Study Abroad
- UPS 411.100 Curriculum Guidelines and Procedures: Courses
- UPS 450.200 Special Sessions
- UPS 450.700 Travel Courses

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**CALIFORNIA STATE UNIVERSITY, FULLERTON**

**INTERNATIONAL LETTER OF INTENT/  
MEMORANDUM OF UNDERSTANDING REQUEST**

*At the conclusion of the routing process, the respective Vice President/Division Head is responsible for forwarding the completed routing form and a proposed letter of intent/memorandum of understanding to the President for final approval.*

International Institution/Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Phone/Fax: \_\_\_\_\_

A letter of intent/memorandum of understanding expresses in interest in working together or an interest in developing a specific cooperative program. It's a statement of goodwill and expresses an intent to cooperate and work together which does not commit University resources. **This requires the signature of the CSUF President and an appropriate level representative from the international institution/organization.** *Please refer to the attachment for a sample.*

**Routing/Approvals For Letter of Intent/Memorandum of Understanding:**

Cal State Fullerton Initiator

Name (please print) \_\_\_\_\_ Campus Unit \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Department Chair

Name (please print) \_\_\_\_\_ Campus Unit \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Appropriate Administrator/Dean

Name (please print) \_\_\_\_\_ Campus Unit \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Dean of Extended Education

Name (please print) \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Office of Contracts and Procurement

Name (please print) \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Associate Vice President of Academic Programs

Name (please print) \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Vice President/Division Head

Name (please print) \_\_\_\_\_ Campus Unit \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

## **INTERNATIONAL PROGRAM LETTER OF INTENT/ MEMORANDUM OF UNDERSTANDING**

Below is a sample letter of intent for an International program. **These agreements must be approved the President of the University and an appropriate level representative from the international institution/organization.** *The routing/approval form on page one must be included when an international agreement of this nature is being requested.*

Please note that each letter of intent is developed to meet the individual needs of the *specific program* and this sample intended as a reference guide only. Please contact the Associate Vice President of Academic Programs at extension 3602 for assistance in developing a letter of intent specific to the needs of a particular program.

### **SAMPLE**

**LETTER OF INTENT  
FOR PARTNERSHIP & COOPERATION  
between  
INTERNATIONAL INSTITUTION NAME, COUNTRY  
and  
DEPARTMENT NAME  
CALIFORNIA STATE UNIVERSITY, FULLERTON**

Whereas, both (name of international institution and country) and (CSUF department name), California State University, Fullerton (hereinafter referred to as "the parties") seek to promote a global outlook and international understanding; and

Whereas, the parties recognize the active role that exchange plays in enhancing mutual understanding, friendship and good relations between the America and (name of foreign country) peoples;

Now therefore, after friendly discussion, both parties intent the following:

1. Both parties agree to actively promote academic exchange and cooperation between (name of foreign country) and the United States, which will lay a sound foundation for more extensive exchange and cooperation.
2. Both parties agree to seek close academic contacts and cooperation between (name of international institution and country) and (CSUF department name), California State University, Fullerton and make full use of abundant resources of California State University, Fullerton in order to develop and train talented professionals for (name of international institution and country)
3. Both parties agree that (CSUF department name), California State University, Fullerton will endeavor to provide programs in the United States to (name of international institution and country) in the year of 20xx, one in a master degree program, and the other a six-month (subject matter) training program.
4. Both parties agree to further explore the possibility of cooperating on other training programs.
5. Both parties agree that specific cooperative programs will be finalized through proper channels and manners.
6. This letter is written in both English and (language of international institution) in two copies, and both languages have the same governing force.

\_\_\_\_\_  
Dr. Milton A. Gordon, President  
California State University, Fullerton

\_\_\_\_\_  
Appropriate Individual From International Institution  
International Institution

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date