

行政院及所屬各機關出國報告提要

出國報告名稱：應邀至美國及加拿大洽談國際學術交流合作事宜

頁數 43 含附件：是 否

出國計畫主辦機關/聯絡人/電話：

國立宜蘭技術學院/吳柏青/(03)935-7400#230

出國人員姓名/服務機關/單位/職稱/電話：

劉瑞生/國立宜蘭技術學院/校長室/校長/(03)935-7400#200

吳柏青/國立宜蘭技術學院/研究發展處/處長/(03)935-7400#230

出國類別：1 考察 2 進修 3 研究 4 實習 5 其他

出國期間：民國九十年八月十六日至二十五日

出國地區：美加地區

報告日期：民國九十年十月二十五日

分類號/目

關鍵詞：國際合作、教育、研究

內容摘要：(二百至三百字)

為加強本校國際合作與學術交流，提升教學研究水準，劉瑞生校長應美國加州大學戴維斯分校 (University of California - Davis) 及加拿大英屬哥倫比亞大學 (University of British Columbia) 之邀，於八月十六日率同本校研發處吳柏青處長赴美加地區洽談學術國際交流事宜。此行除拜訪美國加州大學戴維斯分校農學院長辦公室外，並特別參觀生物及農業工程系 (Dept. of Biological and Agricultural Engineering) 及食品科學系 (Dept. of Food Science) 之教學研究環境及實驗室。而在加拿大英屬哥倫比亞大學參訪期間，該校國際聯絡中心 Larry Sproul 主任特別安排緊湊之行程，分別與研究副校長、化學及生物工程系主任及工業聯絡室副主任會談國際合作事宜，並與該校化學及生物工程系、食品科學系及生物技術實驗室等多位教授見面商討未來合作之可能性。此行，劉校長一行亦順道參觀美國史丹佛大學 (Stanford University) 及加州大學柏克萊分校 (University of California - Berkeley)，其校園規劃及校舍建築將可作為未來改制綜合大學後之校園規劃參考。

本文電子檔已上傳至出國報告資訊網 (<http://report.gsn.gov.tw>)

行政院及所屬各機關出國報告
(出國類別：美加)

應邀至美國及加拿大洽談國際學術交流合作事宜

服務機關：國立宜蘭技術學院
出國人職稱：校長、研發處長
姓名：劉瑞生、吳柏青
出國地區：美國及加拿大
出國期間：民國九十年八月十六日~二十五日
報告日期：民國九十年十月二十五日

目的：為加強國際合作與學術交流合作，提升教學研究水準，應邀至美國加州大學戴維斯分校 (University of California – Davis)及加拿大英屬哥倫比亞大學 (University of British Columbia) 洽談國際學術交流合作事宜，並順道參訪史丹佛大學 (Stanford University) 及加州大學柏克萊分校 (University of California – Berkeley)。

過程：本校劉瑞生校長應美國加州大學戴維斯分校及加拿大英屬哥倫比亞大學之邀，於民國九十年八月十六日率同本校研發處吳柏青處長赴美加地區洽談學術國際交流事宜。參訪行程如下：

日期	行 程	活 動 內 容
8/16	宜蘭→舊金山	啓程
8/17	舊金山	參訪史丹佛大學
8/18	舊金山	參訪加州大學柏克萊分校
8/19	舊金山→加州戴維斯	假日
8/20	加州戴維斯→舊金山	參訪加州大學戴維斯分校
8/21	舊金山→溫哥華	搭機前往加拿大溫哥華
8/22	溫哥華	參訪加拿大英屬哥倫比亞大學
8/23	溫哥華	參訪加拿大英屬哥倫比亞大學
8/24	溫哥華	起程回台北
8/25	台北→宜蘭	抵達台北回宜蘭

劉校長一行於八月十六日抵美，翌日即赴史丹佛大學 (Stanford University) 參訪。史丹佛大學建於 1885 年，校園面積 8,000 英畝。此外，並前往該校位於 Monterey Bay 之 Hopkins Marine Station，此海洋研究站為太平洋沿岸最早建立之海洋實驗室。

八月十八日參訪加州大學柏克萊分校 (University of

California - Berkeley) 校園，其中以生命科學館 (Life Science Building) 之建築與內部配置最具特色，其校園規劃及校舍建築將可作為未來改制綜合大學後之校園規劃參考。

八月十九日驅車轉往 Sacramento 途中順道至著名之 Napa Valley，參觀 St. Clement 及 Beringer Vineyards 兩座酒莊，其結合產業、文化及觀光資源以發展有特色之地方產業。

八月二十日至加州大學戴維斯分校農學院長辦公室拜訪，雖然農學院院長公出未遇，但該辦公室之國際組主任 Professor Patrick H. Brown (Director of International Programs) 及助理 Ms. Donna D. Damanchyk 提供齊全之國際合作交流相關資料 (詳如附件資料)。除了參加該校 Visitor Center 之 Campus Tour 外，並特別參觀生物及農業工程系 (Department of Biological and Agricultural Engineering) 及食品科學系 (Department of Food Science) 之教學研究環境及實驗室，並拜會 BAE 之系主任 Bruce Hartsough 教授。所有在 UC-Davis 之拜會行程皆有賴 BAE 之 Dr. Zhongli Pan 安排，未來可藉由他的協助進行兩校之合作交流。

八月二十一日搭機轉飛加拿大溫哥華 (Vancouver, Canada)，利用搭機前空檔參觀位於 San Jose 市中心 "The Tech" 科技博物館 (Museum of Innovation)，該博物館之展示內容大多為矽谷地區 (Silicon Valley) 之高科技廠商合作認養，以“寓教於樂”的方式將高科技產業技術介紹予地區民眾，並忠實紀錄高科技之發展過程。

八月二十二日及二十三日兩天參訪加拿大英屬哥倫比亞大學，該校國際聯絡中心 Larry Sproul 主任 (Director of International Liaison) 特別安排緊湊之行程，分別與研究副校長 Dr. Donald E. Brooks (associate Vice President Research)、化學及生物工程系主任 Dr. Kevin J. Smith (Head, Department of Chemical & Biological Engineering) 及工業聯絡室副主任 Dr. Caroline Bruce (Associate Director of University-Industry Liaison Office) 會談國際合作事

宜。

經由國際聯絡中心之安排與該校化學及生物工程系 Dr. Kwang Victor Lo (Professor of Bio-Resource Engineering Program)、食品科學系 Dr. David D. Kitts (Professor of Food Chemistry & Toxicology) 及生物技術實驗室 Dr. Brian E. Ellis (Professor of Plant Biotechnology & UBC Biotechnology Laboratory) 等多位教授見面商討未來合作之可能性。

此外，並參觀該校圖書館、日本公園 (Nitobe Memorial Garden – Japanese Tea House) 及人類學博物館 (Museum of Anthropology)。

二十四日即搭機經美國舊金山轉機返台，於二十五日下午順利返抵中正國際機場。

心得：1.應積極發展學校特色，厚植研究實力，以做為國際合作之基礎，方能與國外大學進行雙向交流，否則將流於型式，或僅止於單向之交流活動。

2.應慎選國際合作對象，因部份國外學校對於國際交流與合作之對象進行嚴格之審核，強調對等性。若非國際知名學府或稍具知名度，則恐難有機會建立合作關係。

3.除功能性考量外，國外大學之校園規劃及建築皆有其特色。但國外之氣候及環境與國內有其差異性，尤以宜蘭地區潮濕多雨與國外乾燥冷涼之氣候型態有異。未來校園之規劃應考量空間、功能、氣候及環境，以營造有特色及優良之學習研究環境。

建議：1.初期本校將以教授互訪 (Visiting Scholar) 或交換學生 (Exchanged Student) 等方式進行交流合作，待雙方面進一步瞭解之後，再尋求共同研究 (Collaboration) 主題與機會。

2.目前正積極與加州大學戴維斯分校聯繫，盼望能在近期內簽訂合作協定。

- 3.將邀請加拿大英屬哥倫比亞大學化學及生物工程系教授至本校擔任客座教授，除開設農業及食品廢棄物處理相關課程外，盼望能與本校生物機電工程系、化學工程系及環境工程系教師進一步在研究工作上合作。
- 4.台灣將於明年初加入世界貿易組織 WTO，且將開放民間釀酒。因此可參考 Napa Valley 酒莊之模式，結合產業、文化及觀光資源以發展有特色之地方產業。未來將配合校內教學研究資源提供蘭陽地區釀酒相關技術諮詢與人才培訓。

附錄一：Collaborative Opportunities (University of California, Davis)

附錄二：Agreement of Cooperation (University of California, Davis)

附錄三：Working Agreement (University of California, Davis)

附錄四：UBC International Liaison Office

附錄五：UBC and International Cooperation: A Profile (1999)

附錄六：Guidelines for Developing Educational Linkages Abroad

附錄七：UBC International Agreement/Linkages

附錄八：Checklist for Foreign Universities Seeking Linkage Agreement with
UBC

附錄九：General Framework Agreement for Cooperation

附錄十：Agreement to Participate in Education Abroad Program

WORKING AGREEMENT BETWEEN

NAME

Country

and

THE COLLEGE of AGRICULTURAL and ENVIRONMENTAL SCIENCES
THE UNIVERSITY of CALIFORNIA, DAVIS

PREAMBLE AND OBJECTIVES OF THE AGREEMENT

This working agreement between the NAME and the COLLEGE OF AGRICULTURAL AND ENVIRONMENTAL SCIENCES OF THE UNIVERSITY OF CALIFORNIA, DAVIS (CA&ES) signifies mutual interest in the development of joint educational and research projects.

Where financially feasible and consistent with the policies of both institutions and all other applicable legislation, the parties agree to pursue mutual interest in the following type of activities:

Long-term and short-term exchanges of faculty and staff. Sabbaticals, faculty or technical staff improvement leaves, visiting professorships, research collaboration, exchange of books, magazines, germplasm and other academic information and, in general, other activities in areas of mutual interest are contemplated. The parties agree to provide facilities normally required to visiting scholars

Programs relating to research activities.

Development of joint research programs, research collaboration, and development of germplasm.

Exchange of students at the graduate level

Technical staff from NAME who meet regular admissions requirements at the University of California, Davis, may be admitted to graduate degree granting programs associated with CA&ES. The terms of attendance and course of study will be determined individually for each student by the two institutions

Graduate students from the University of California may develop internships in NAME, in areas of interest to NAME, which agrees to provide adequate advising and tutors.

Procedures:

The languages of the communication are Spanish and English. The English version of the agreement is authoritative.

This working agreement becomes valid when signed by the President of NAME and the Dean of the CA&ES of the University of California at Davis. This agreement will remain in effect until one party notifies the other of its wish to terminate it.

The activities under this agreement are coordinated by an oversight committee at each country. Members of the oversight committee from each country will be appointed by the President of NAME and the Dean of CA&ES

The annual work plan will be approved and coordinated by the oversight committee. Research progress and data used for research will be reported annually to the oversight committee. Every researcher is obliged to exchange data and results.

The contracting parties agree that proposed changes to the agreement's content or validity are to be communicated in writing to the partners' institution.

It is understood that all financial arrangements will depend upon the availability of funds. However, the parties

agree to seek appropriate funding to facilitate the implementation of this agreement.

Annual Work Protocol

Work plans and budgets will be determined each year and the implementation will depend upon the availability of funds. The plans will indicate the goals for the year and set out the funding mechanisms and participant level.

An annual report of activities will be made to each institution and funding agency. The format of the report will be determined by the activities work plan.

Having read this agreement and being fully aware of its contents, the parties hereby affix their signatures.

INSTITUTION'S NAME

by
Name

date

COLLEGE OF AGRICULTURAL AND ENVIRONMENTAL SCIENCES

by
Neal Van Alfen
Dean

date

*AGREEMENT OF COOPERATION NUMBER

AGREEMENT OF COOPERATION

BETWEEN

^

AND

**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA,
ON BEHALF OF THE DAVIS CAMPUS**

The Regents of the University of California, on behalf of the Davis Campus, and ^ have entered into an Agreement of Cooperation in order to further the development of basic scientific and technological research and graduate education at the two (2) Institutions. This general Agreement between the two (2) Institutions may be implemented by one or more specific working agreements between subunits of the Institutions adopted as amendments to the general agreement.

AGREEMENT OF COOPERATION NUMBER _____ ENTERED INTO BY
^ HEREAFTER REFERRED TO AS ^, REPRESENTED BY
_____, AND BY **THE REGENTS OF THE
UNIVERSITY OF CALIFORNIA, ON BEHALF OF THE DAVIS CAMPUS,**
HEREAFTER REFERRED TO AS **UC DAVIS**, REPRESENTED BY DR. LARRY
N. VANDERHOEF, CHANCELLOR OF THE DAVIS CAMPUS.

* Number to be assigned by the Office of the Vice Provost.

DECLARATIONS

I. ^ DECLARES:

- A.**
- B.**
- C.**
- D.**

II. UC DAVIS DECLARES:

- A.** That it is one of the nine campuses of the University of California, an institution created by the State of California in 1868 to impart higher education and to plan and carry out research programs for the purpose of the preservation and extension of knowledge, including the awarding of advanced degrees at the M.A., M.S., Ph.D., and professional level. It was created by the Organic Act of 1868, which established it with appropriate judicial and financial support at the State level, and as a Land Grant Institution of the United States under the Morrill Act of 1862. Its chief campus officer is the Chancellor.
- B.** That, in order to accomplish its mission, it is organized into the College of Agricultural and Environmental Sciences, the College of Engineering, the College of Letters and Sciences, the Graduate School of Management, the School of Law, the School of Medicine, the School of Veterinary Medicine, Graduate Studies, the Agricultural Experiment Station, and the Agricultural Cooperative Extension.

III. BOTH PARTIES DECLARE:

- A.** That the Institutions are united by common interests and objectives in academic, scientific and cultural affairs;
- B.** That these Institutions are the ones which, by reason of their essence, ends and objectives are called upon to establish channels of communication that will facilitate intellectual interaction;
- C.** That for the reasons above, the Institutions believe it advantageous to promote their academic ties by entering into an academic, scientific and cultural agreement of cooperation;

- D. That, because of mutual benefits to the Institutions in the advancement of graduate research and education through the scholarly educational, scientific, technological and cultural contributions of each, it is appropriate and advantageous to the Institutions to enter into this Agreement of Cooperation.

CLAUSES

- I. The objective of the present Agreement is to increase the academic, scientific and cultural relations between ^ and **UC Davis** in identified areas where there is mutual interest in establishing specific working Agreements of Cooperation.
- II. Under this general Agreement, cooperative work may be undertaken by subunits of the Institutions. A working agreement between the respective subunits may be executed as an amendment to this general Agreement, and will include:
 - A. Designation of the participating institutional subunits (e.g. Colleges, Schools, Divisions, Departments and Programs);
 - B. Designation of one or more persons in each institution who will serve as program leader(s) for the agreement; and
 - C. General description of the kinds of cooperative work and activities to be undertaken.
- III. For each working agreement, the program leaders will be responsible for developing an annual program plan, including a description of the work and activities to be undertaken and the financial arrangements to support them. The annual program plan will require approval by the chief administrative officer of each Institution or the officer's designated representative.
- IV. The financial stipulations that will apply to the exchange of academic personnel are as follows:

When the researcher or teacher goes to the other Institution at the host Institution's request, the host Institution will be responsible for the international travel costs and living expenses in accordance with its internal regulations. In all other circumstances, the Institution of origin will be responsible for the international travel costs and living expenses incurred. Other financial arrangements relating to such matters as health insurance and tuition will be addressed in specific working agreements.

- V.** Access to emergency medical care for researchers, teachers and graduate students will be based on the health care programs available at the host Institution. The cost of medical/health services will be the responsibility of the visiting researchers, teachers and graduate students.
- VI.** Each Institution will take steps to:
- A.** Publicize the opportunities available under this Agreement of Cooperation and promote the development of cooperation;
 - B.** Assist its subunits, faculty, staff and students with the administrative details of interchange; and,
 - C.** Establish a review process for approval and evaluation of programs.
- VII.** The Institutions, under the auspices of this Agreement, may jointly sponsor conferences, short courses, regular courses, seminars and symposia, as well as exchange publications and other didactic and research materials.
- VIII.** The present Agreement is for three (3) years, and it or any of its parts may be modified or terminated by written consent of both parties who will comply with the obligations which might be in effect on the date of termination.
- IX.** Regularly employed personnel, while involved in this Agreement of Cooperation, remain subject to the rules and regulations of their own Institution in all matters of employment, benefits, medical and life insurance, employee rights, etc.
- X.** The general Agreement does not, in and of itself, obligate either [^] or **UC Davis** to any financial expenditures not explicit in the above. Such obligations, if any, will be made as part of the specific working Agreements and annual program plans which may be developed under this Agreement. Both parties hereby agree to comply with each and every obligation contained in this document and all those which might be in effect on the date of termination of the Agreement.

Having read the present Agreement and being fully aware of the content and scope of each and every one of its clauses, the parties hereby affix their signatures to the present document.

^

By _____
^Name
^Title

Date: _____

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

By _____
Larry N. Vanderhoef
Executive Vice Chancellor and Provost

Date: _____

UNIVERSITY OF CALIFORNIA, DAVIS

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO



SANTA BARBARA • SANTA CRUZ

COLLEGE OF AGRICULTURAL AND ENVIRONMENTAL SCIENCES
DIVISION OF AGRICULTURE AND NATURAL RESOURCES
AGRICULTURAL EXPERIMENT STATION
COOPERATIVE EXTENSION
OFFICE OF THE DEAN AND DIRECTOR OF PROGRAMS
(530) 752-0107
FAX (530) 752-9049

ONE SHIELDS AVENUE
DAVIS, CALIFORNIA 95616

COLLABORATIVE OPPORTUNITIES

The following descriptions are opportunities for international collaborations with the University of California, Davis (UC Davis). Some opportunities represent existing programs while others would be developed or modified to suite the collaboration. Additional information can be obtained from the.

International Programs Office

College of Agricultural and
Environmental Sciences
University of California
One Shields Avenue
Davis, CA 95616-8571
(530) 752-8474

College Web Page

<http://www.ucdavis.edu/index.html>

International Programs Web Page.

<http://www.aes.ucdavis.edu/IntlPrgrms/irp.htm>

Background information:

Founded as the "University Farm" amid the fertile fields of the state's Central Valley, UC Davis has emerged an acknowledged international leader in agricultural, biological, biotechnological and environmental sciences and is gaining similar recognition for excellence in the arts, humanities, social sciences, engineering, health sciences, law and management.

The campus owes much of its strength to its deep traditional roots in agriculture, the impressive diversity of academic programs that emerged from this foundation, a distinguished faculty of scholars and scientists, a treasured sense of community and a dedication to the land grant values of creative, responsive and innovative teaching, research and public service.

Providing a rich and challenging learning experience for undergraduate and graduate students is critical to UC Davis' mission and is a cherished commitment and hallmark of the campus. Several programs support this aim, including a \$30,000 prize awarded to a faculty member each year by the UC Davis Foundation in recognition of outstanding undergraduate teaching and

scholarly achievement

UC Davis undergraduates persist and graduate at the highest rates among UC campuses. Law school graduates rank among the top three of 60 law schools in California in their passage rate of the state bar examination.

Research is an integral part of teaching at UC Davis. Faculty members share their research findings in the classroom, and students learn firsthand about discovery while working with professors in the laboratory and field.

UC Davis offers more than 100 undergraduate majors and 70 graduate programs in the College of Agricultural and Environmental Sciences (CA&ES), the College of Engineering and the College of Letters and Science. In addition, UC Davis has four professional schools: the School of Law, the Graduate School of Management, the School of Medicine, and the School of Veterinary Medicine.

Collaborative Opportunities In Research and Training:

Undergraduate and Graduate Degrees:

The University of California, Davis offers a full range of academic degrees (B.S., M.S., Ph.D.) covering all aspects of academic endeavor. In the fields of agricultural, biological and environmental sciences the University is recognized as the foremost in the United States.

Co-Supervised Masters or Ph.D. Programs:

While the completion of a degree program at a foreign university such as UC Davis is a valuable experience for any student, there are many reasons why this is not an ideal approach to education in all instances. To address these issues and to help develop a more effective mechanism for collaborative training, the University of California, Davis has developed the Co-Supervised Masters or Ph.D. Program.

The process is as follows:

Students from a foreign country wishing to obtain a higher degree, enroll in a university in their home country, and simultaneously, the student or their supervisor contacts a faculty member at UC Davis or the CA&ES International Programs Office and identifies a UC Davis faculty member willing to participate as a co-supervisor of the student's foreign degree.

The supervisor and the student will undertake periodic reciprocal visits to discuss progress and plan future activities. Both the UC Davis and the foreign faculty member will be expected to contribute to the academic activities of the partner university through presentation of a seminar or short training course during their visit to the foreign partner.

Once identified, the faculty member will be involved as a full partner in developing the student's education and research program. This will involve specific and frequent communication for review of the student's progress, proposals and plans. There is an expectation that the faculty member, the foreign

student will be eligible to spend a period of time at UC Davis in which to obtain advanced training or to conduct collaborative research. Upon completion, the student receives a degree from the foreign institution which will reflect the collaborative contribution of UC Davis.

This co-supervised degree program overcomes many of the limitations of programs undertaken solely at UC Davis and greatly enhances the exchange of information between UC Davis and foreign institutions. It is expected that this program will result in the establishment of long-term collaboration between UC Davis and the foreign university.

Postgraduate Certificate Program:

The College of Agricultural and Environmental Sciences (CA&ES), in collaboration with University Extension (UNEX), offers a new Postgraduate Certificate Program at University of California, Davis. This program has been developed to provide current knowledge and research experience in diverse fields of agricultural and environmental sciences. The program has considerable flexibility and can be tailored to an individual's interest and past experience.

UC Davis meets the interests of foreign and domestic scholars who wish to undertake short-term training programs in a specialized field of study. The Postgraduate Certificate Program has been designed to address this objective, establishing UC Davis as a site for short-term technical training. The program supplements existing opportunities for graduate study and differs from those programs primarily in its shorter duration and more focused nature.

The Postgraduate Certificate Program currently is offered through the following academic departments:

Agricultural and Resource Economics

Animal Science

Nematology

Plant Pathology (molecular methods and techniques, ecology of plant pathogens, disease diagnosis, epidemiology and control of plant diseases)

Pomology (horticultural physiology and production, fruit breeding, biotechnology and genetics, postharvest biology)

Postharvest Biology and Technology

Vegetable Crops (vegetable physiology and production, vegetable breeding, postharvest physiology)

Weed Science

Agronomic and Rangeland Sciences

Floriculture

Additional programs are being developed and new programs can be designed to suit the needs of the applicant. Within each of these programs, students may focus on a specific sub-discipline.

The typical duration of the program is 6 to 12 months. At the beginning of the program, the student develops a curriculum with a clearly identified academic goal and a specific disciplinary focus. A minimum of 18 credit units at upper division undergraduate or graduate level is required for all certificate programs, of which at least 12 units (3 to 4 classes) must be formal course work and 2 units must be participatory seminars. Direct research experience is available provided a suitable host professor is identified. A cumulative 3.0 GPA (B average) is required for certificate award.

For admission into a program, the candidate must have:

- completed a Bachelor's Degree or its equivalent in a closely related field,
- the appropriate background to satisfactorily complete the course work,
- a TOEFL (Test of English as a Foreign Language) score of 550 for all non-native English speakers,
- agreement with a faculty member of the department to serve as faculty sponsor while enrolled in the program,
- financial support to pay the necessary fees,
- appropriate Visa documentation and an understanding of the regulations/requirements governing the Visa type,

The following is an example of a Postgraduate Certificate Program.

Postgraduate Certificate Program In Integrated Pest Management (Pest Control for Agriculture)

In this program students undertake 3 to 5 UC Davis courses that provide the key principles, methodologies and advances in the field of Integrated Pest Management. This is followed by a period of training that may occur in the field or in the laboratory specifically designed to train the students in field application of appropriate techniques. Field training will likely consist of an internship with a UC Davis specialist or consultant working in an agricultural crop.

This program represents an excellent mechanism for scientists and technical staff to obtain specific and highly focused information. Upon return to the foreign country these students will be in the position to provide their colleagues and students with the most up-to-date information in their area of study. Many other Postgraduate Certificate Programs are under development and programs specifically designed for the needs of the specific student are possible.

Collaborative Technical Exchange Programs:

Development of Web-Based Resources:

In recent years UC Davis has developed a number of Web Pages and Databases designed to serve the information and training needs of professionals and growers of various agricultural commodities. Two sample sites are Fruit and Nut Crops (<http://pom44.ucdavis.edu/>) and Vegetable Crops (<http://vnc.ucdavis.edu/>). Valuable information and contacts can be gained through these sites. The information in these sites is most relevant to applied aspects of agricultural and environmental technology and training.

Further development of these sites to include information relevant to a specific institution or country is possible, this could then be combined with list servers to provide users with a list of resources they could use to gather information and request answers to problems. In addition to these uses, web pages can be constructed to organize and categorize agricultural, economic and cultural information on a particular geographical region. UC Davis also offers several short technical training courses that have the potential to be further developed into web-based training programs. These are described below.

Technical Training Courses

UC Davis currently conducts dozens of short-term (1 to 2 week) technical training programs aimed at the working professional and offering a state-of-the-art update in various technical skills. An example of one prominent course is the Postharvest Biology Short-Course, which provides information on the storage and handling of perishable goods. This course is aimed primarily at professionals working in fruit industries, marketing facilities, transportation and shipping.

The possibility of constructing Web-based training programs specific to the needs of an institution or country should be considered. Please contact the Office of International Programs for further information.

Professional Exchange Programs

Sabbatical Exchanges:

Exchange of university faculty and professionals represents a powerful mechanism to develop collaborations and mutual understanding. Visiting faculty typically participate in research and teaching while on sabbatical thereby providing students with learning opportunities.

UC Davis encourages its faculty to participate in foreign sabbaticals as a means of enriching the global dimension of teaching and training at the University. Historically, sabbatical exchanges have been initiated through personal contact between faculty members at each institution. Information on the interests of faculty members at UC Davis can be obtained by visiting the Web-based database of expertise at www.aes.ucdavis.edu or by contacting the International Programs Office at (530) 752-8474.



THE
UNIVERSITY OF
BRITISH
COLUMBIA

UBC International Liaison Office

Director: Larry R. Sproul

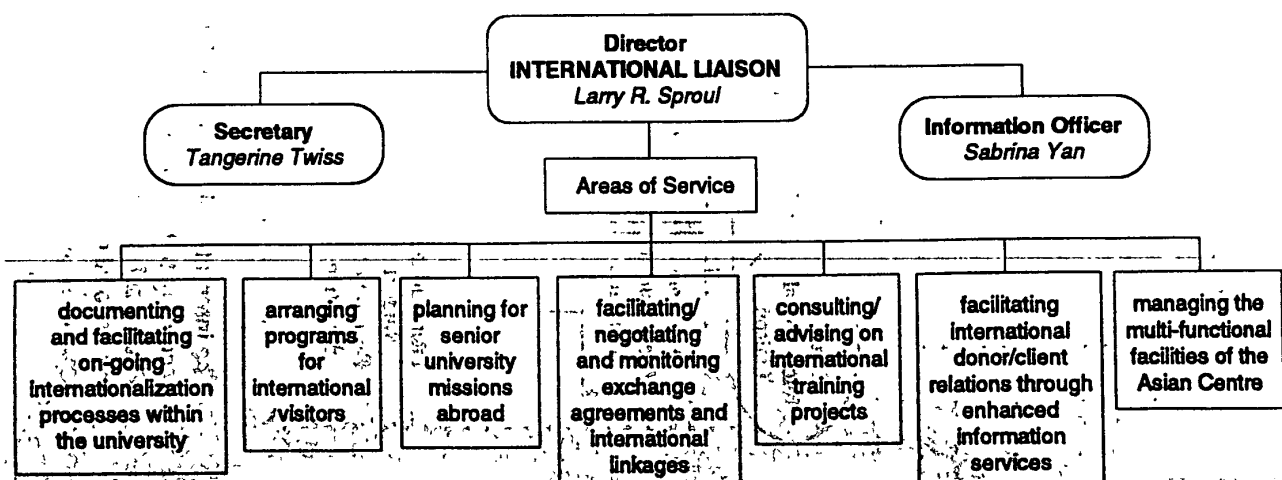
1871 West Mall, Room 607, Asian Centre, Vancouver, BC, Canada V6T 1Z2
☎ (604)822-3114 • FAX (604)822-5597 • e-mail: ubcilo@interchange.ubc.ca
ILO homepage: www.interchange.ubc/ubcintl • UBC website: www.ubc.ca

UBC, like other leading universities across Canada, has had a long tradition of commitment to international cooperation. Today, however, internationalization of universities is emerging as a vital and deliberate process of self-transformation, fundamental to thriving and prospering in the decades ahead. UBC is an important player in this process.

The UBC International Liaison Office (ILO) was established February 1, 1987 as a staff unit within the President's Office, reporting through the Vice-President, Academic. The ILO plays a key support role, serving as a facilitator, clearinghouse and memory bank with regard to UBC's international relations, initiatives, projects, programs and services. The ILO, in cooperation with other campus units, assists in articulating, developing, implementing, and monitoring strategic plans as they relate to advancing UBC's international profile, developing UBC's international ethos, and facilitating UBC's relations with international partners and clients.

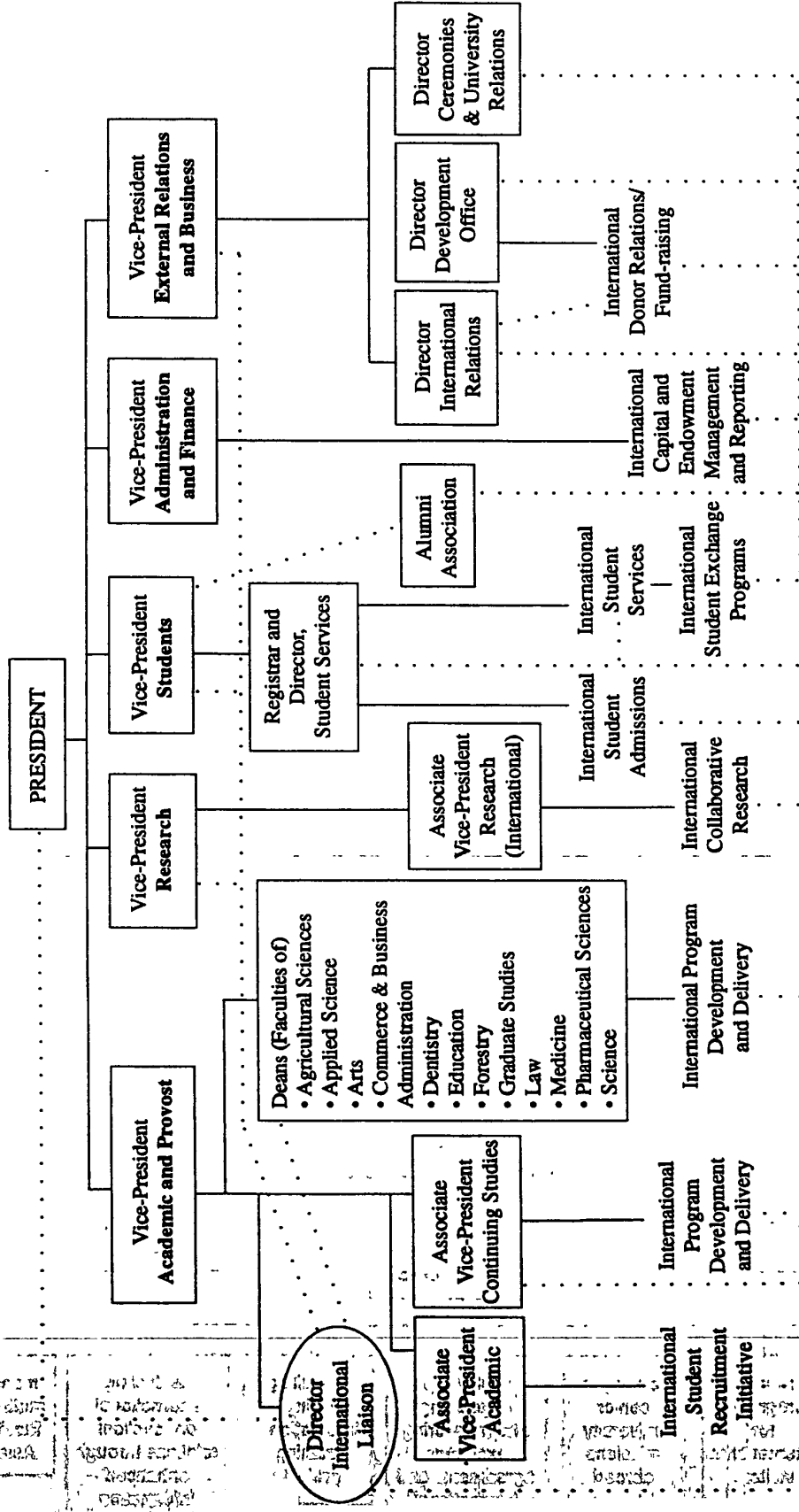
Day-to-day responsibilities include:

1. developing and coordinating programs for international visitors coming to UBC to discuss issues which extend beyond any particular faculty, department or university unit;
2. planning and facilitating, as appropriate, the international strategic liaison activities of the President and other senior university officials.
3. facilitating, planning, documenting, negotiating, and monitoring exchange agreements and institutional linkages with international partners;
4. providing advising and consulting services to faculties and departments on the development of international training projects, including liaison assistance with appropriate funding sources and partners abroad;
5. working in a cooperative and synergistic way with other university units in building productive relationships with potential international donors;
6. monitoring, advising on, and facilitating discussion of issues relating to international education, exchanges, and institution building in the context of "internationalization";
7. managing the multi-functional facilities of the Asian Centre, i.e. auditorium, exhibition spaces, seminar room, music studio, tea gallery, and meeting rooms.



February 2001

International Responsibilities across the UBC Campus: A Comprehensive/Functional Approach



The international mandate at UBC is an integral part of the portfolio of the President and all Vice-Presidents, and is decentralized according to functional responsibility. The UBC International Liaison Office (ILO), a staff unit within the President's Office, reporting through the Vice-President Academic, plays a key support role. The ILO serves as a facilitator, clearinghouse and corporate memory with regard to UBC's international relations, initiatives, projects, programs and services. In addition, the ILO, in cooperation with other campus units, assists in articulating, developing, implementing, and monitoring strategic plans as they relate to advancing UBC's international interests.

UBC and International Cooperation: A Profile (1999)

I. An Overview

The underlying theme of UBC's international strategic plan is the need to develop a mature level of international cooperation focussing on sustainable partnerships based on a commitment to excellence, equity, and mutual benefit. UBC is striving to enhance the international and intercultural competencies of faculty and students through research, study and cooperative work abroad, and through establishment of linkages with foreign universities and organizations. International academic linkages promote broader global experiences through the exchange of students, faculty and information. By expanding the resource base of the University, UBC students and faculty will continue to have access to the finest experts, resources and academic training in the world. As a result, UBC graduates will be prepared to compete on the highest personal and professional levels in a demanding and interdependent world. A strategy for building such international relationships is being developed for each of the key countries or regions which impact upon UBC's mission to be a world-renowned institution of higher education and research.

II. Statement of principle on international cooperation

a) UBC is committed to focussed international cooperation as a strategic element in its pursuit of excellence. Greater interdependence of issues makes scholarly exchange and international and intersectoral cooperation more important than ever in creating new knowledge and in offering new solutions.

b) UBC is committed to international cooperation on the basis of mutual benefit within a framework of openness, fairness, equity and respect.

c) UBC is committed to international cooperation in that it helps fulfil its responsibility to prepare students and to familiarize the wider community with living and working in a context of global interdependence. In a world where human resources are becoming the key to economic growth and social well-being, universities such as UBC play a key role. Instilling a sense of the "global village" in our academic community, both in the way we welcome students and faculty from around the world, and in the manner in which our curricula reflect and integrate the international nature of knowledge is an essential part of UBC's mission. UBC recognizes the fragility of the planet and is prepared to embrace the challenge of providing the stewardship of place and resources necessary to ensure that its international collaboration contributes to a sustainable future for all.

Broadly speaking, UBC's priorities in terms of commitment to internationalization and international cooperation include the following:

1. actively seeking out and developing long-term strategic alliances with selected international academic partners throughout the world;
2. providing opportunities, encouragement, support and services to UBC and international students interested in becoming involved in reciprocal student exchange programs;
3. promoting, facilitating, and coordinating international cooperation initiatives of the university, thus contributing to the research and teaching excellence of UBC.

III. Office of international cooperation

a) History

The International Liaison Office was established in February 1987 at which time a full-time director was appointed. The antecedent to this office was The President's Advisory Committee on International Activities set up in 1984, which had a faculty member serving as part-time coordinator.

The International Liaison Office plays a key support role, serving as a facilitator, clearinghouse and memory bank with regard to UBC's international relations, initiatives, projects, programs and services. The ILO, in cooperation with other campus units, assists in articulating, developing, implementing, and monitoring strategic plans as they relate to advancing UBC's international profile, and facilitating UBC's relations with international partners and clients. In addition, the ILO handles international visitors coming to discuss issues cutting across faculties or departments; assists with the president's international travel; serves as a corporate memory and clearinghouse for information on international linkages; advises on international training projects; and works with international donors during the cultivation phase; and manages the multi-functional areas of the Asian Centre.

In January 1991, the Registrar's Office agreed to take responsibility for the day-to-day administration of exchange programs, both reciprocal education abroad students and visiting students coming from partner institutions.

b) Development of strategies and policies on international cooperation

The UBC International Liaison Office, working with the Deans International Committee, put together a draft document titled, "Bridge to the 21st Century: A UBC Strategy for Internationalization," which was published as an appendix in *1996/97 Budget, Planning and Accountability*.

c) Development of student exchange opportunities

In April 1990, the UBC Academic Senate approved a set of principles supporting the development of Education Abroad Programs (EAP). This approval formally launched UBC's commitment to the reciprocal exchange of students with partner institutions abroad. By 1996, UBC had achieved its strategic goal of having 5% of its third-year undergraduate students spending a year abroad as an integral part of their studies. Graduate students are encouraged to

participate where appropriate. In addition to EAP, UBC has signed General Cooperation Agreements (GCA) with partner universities which facilitate the movement of faculty and staff without contractual commitment of reciprocity. Students are encouraged to study at the partner university for up to one year on a non-degree basis, with special arrangements such as paying domestic tuition fees.

The Faculty of Commerce and Business Administration has developed an extensive exchange program with a number of internationally top ranked business schools. These exchanges are negotiated and administered directly by the Faculty of Commerce for their students.

UBC currently has over 80 exchanges in 41 countries: Australia, Austria, Belgium, Brazil, Chile, China, Costa Rica, Czech Republic, Denmark, Dominican Republic, France, Germany, Ghana, Hong Kong, India, Iran, Israel, Italy, Japan, Korea, Malaysia, Mexico, Netherlands, New Zealand, Nigeria, Norway, Pakistan, Philippines, Poland, Russia, Singapore, South Africa, Spain, Sweden, Switzerland, Tahiti, Taiwan, Thailand, United Kingdom, Uruguay and the USA.

d) Negotiation

The director of the UBC International Liaison Office is responsible for negotiating international exchange agreements and securing Senate approval on reciprocal agreements. After approval, exchange agreements are then administered on a day-to-day basis by the Registrar's Office. The Office also provides liaison, logistical and coordination support for international education and training projects. Responsibility for setting up the financial accounts and reporting rests with the Office of Research Services. Depending on the nature of the international contract or agreement, may be signed at the level of the dean or the president or both, plus one other signing authority.

IV. Schools, Centres & Institutes on Campus with an International Mandate

a) **Centre for Asian Legal Studies** [Part of Faculty of Law]: offers introductory comparative courses in law. The Centre has three major programs of teaching and research: Chinese Legal Studies, Japanese Legal Studies, and Southeast Asian Legal Studies. *Director*: Stephan Salzberg, Telephone: (604)822-5592, Fax: (604)822-8108, e-mail: salzberg@law.ubc.ca, website: www.law.ubc.ca/centres/calsweb/index.

b) **Centre for Human Settlements** [Part of School of Community & Regional Planning]: undertakes multi-disciplinary research and disseminates information on issues relating to housing, urban and regional development, urban governance, and community development planning. Research is focussed on the following geographic areas: Canada, China, Indonesia, Vietnam and Thailand, and the Pacific Rim countries in general. *Chair*: Penny Gurstein, Telephone: (604)822-6065, Fax: (604)822-6164, e-mail: gurstein@interchange.ubc.ca, website: www.interchg.ubc.ca/chs

c) **Centre for Intercultural Communication** [part of Continuing Studies]: *Director*: Mackie Chase, Telephone: 822-1435, Fax: (604)822-1499, e-mail: mackie.chase@ubc.ca

d) **Centre for International Business Studies**: dedicated to the promotion of research in the fields of international business and trade, as well as the dissemination of information concerning international trade and investment to businessmen, government officials, faculty and students.

Director: Ilan Vertinsky, Telephone: (604)822-9406, Fax: (604)822-6970, e-mail: ilan.vertinsky@commerce.ubc.ca.

e) **Centre for International Health:** developed on campus in 1998 to provide an infrastructure for faculty members to work together on international health projects. Students play an active role in the centre, organizing monthly seminar series on international issues. *Director:* Michael Seear, Faculty of Medicine, Telephone: (604)875-2133 x 7122, Fax: (604)875-3293, e-mail: mseear@cw.bc.ca.

f) **Centre for Research on Economic & Social Policy (CRESP):** established in 1992, CRESP explores the strengths and weaknesses of alternative policy formulations in addition to existing or past policies. CRESP's research covers the analysis of the public sector and the taxation, expenditure, income support, and labour market policies of governments, as well as closely-related economic and social policy topics. Another area of CRESP research is policy evaluation methodologies, including both experimental and non-experimental methods. *Director:* Jonathan Kesselman. Telephone: (604)822-5608, Fax: (604)822-5915, e-mail: kessel@econ.ubc.ca.

g) **Centre for Research in Women's Studies and Gender Relations:** created in 1991 as part of UBC's commitment to ensuring equity in scholarship, research, and teaching. The Centre has several mandates: (a) to initiate and conduct interdisciplinary research in Women's Studies; (b) to facilitate the activities of UBC researchers in related areas, (c) to support graduate work in the area, (d) to develop links between UBC scholars and interested local, national and international scholars, policymakers and activists; and (e) to promote action research addressing issues concerning women. The Centre has a visiting scholar programme whereby it receives 3-4 international visitors each year for varying periods--scholars have come from UK, US, Australia, New Zealand, Norway, China, Japan, India, Sri Lanka, and Nigeria. *Director:* Valerie Raoul, Telephone: (604)822-9171, Fax: (604)822-9169, e-mail: valraoul@interchange.ubc.ca, website: www.wmst.ubc.ca.

h) **Commerce Office of International Programs** [within Faculty of Commerce & Business Administration]: explores international opportunities and develops and coordinates international programs for the Faculty. This includes management education programs or specializations at partner schools, faculty development programs, joint research, policy development, executive training and a visitors program. *Assistant Dean and Director:* Grace Wong, Telephone: (604)822-8546, Fax: (604) 822-9030, e-mail: grace.wong@commerce.ubc.ca.

i) **Commerce Study Abroad and Exchange Office** [within Faculty of Commerce & Business Administration]: negotiates and administers Commerce's reciprocal student exchanges and study abroad programs. Telephone: (604)822-8422, Fax: (604) 822-9030, e-mail: sae@commerce.ubc.ca.

j) **English Language Institute** [part of Continuing Studies]: provides English language training. *Administrative Director:* Mike Weiss, Telephone: (604)822-9077, Fax: (604)822-1579, e-mail: eli@cce.ubc.ca, website: www.eli.cstudies.ubc.ca.

k) **Fisheries Centre:** major objectives are to establish a fully international, multidisciplinary perspective, and to provide a forum for the foundation of concepts of management and sustainable development of fisheries appropriate for the next century. *Director:* Tony J. Pitcher, Telephone: (604)822-2731, Fax: (604)822-8934, e-mail: tony.pitcher@fisheries.com.

- l) **Forestry International Programs Office** [within Faculty of Forestry]: negotiates and administers Forestry's reciprocal student exchanges and study abroad programs. *Assistant Director*: Sandra Schinnerl, Tel: (604)822-9627, Fax: (604)822-8645, e-mail: sandra@interchange.ubc.ca.
- m) **Institute of Asian Research**: In 1992, the Institute was restructured to include five regional research centres: the Centres for Chinese, Japanese, Korean, India and South Asian, and Southeast Asian Research. The Centres serve as focal points on campus for research and community outreach activities on their specific areas of the Asia Pacific region. *Director*: Pitman Potter, Telephone: (604)822-4688, Fax: (604)822-5207, e-mail: potter@law.ubc.ca website: www.iar.ubc.ca.
- n) **Institute for European Studies**: a new interdisciplinary unit that will serve as a nerve centre for the study of Europe at UBC. The IES through its research, seminars, workshops, colloquia and graduate program, will explore the political, economic, and cultural issues, as well as environmental and resource management issues in regards to Europe. *Director*: Sima Godfrey, Telephone: (604)822-8723, Fax: (604)822-3433, e-mail: ies@interchange.ubc.ca, website: <http://www.ies.ubc.ca>.
- o) **Institute of Health Promotion Research (IHPR)**: established in 1990 to meet the challenges of improving health and quality of life, IHPR provides multi-sectoral collaboration and service in the field of health promotion. *Acting Director*: C. James Frankish, Tel: (604)822-2258, Fax: (604)822-9210, e-mail: info@ihpr.ubc.ca, website: www.ihpr.ubc.ca.
- p) **Institute of International Relations**: facilitates internationally-oriented, interdisciplinary research and curricula among the faculty and students of UBC and other institutions. The Institute administers projects and grants, organizes conferences, sponsors seminars and lectures, and hosts postdoctoral fellows and visiting scholars. *Director*: Brian Job, Telephone: (604)822-5480, Fax: 822-5540, e-mail: instr@interchange.ubc.ca.
- q) **Institute for Resources and Environment (IRE)**: The IRE was established by the amalgamation of the Resource Management and Environmental Studies interdisciplinary graduate program and the Westwater Research Centre. The role of the Institute is to foster holistic approaches to issues related to the human use of natural resources and the reciprocal interactions with the environment within which society functions. *Director*: Les Lavkulich, Telephone: (604)822-9249, Fax: (604)822-9250, e-mail: ire@interchange.ubc.ca, website: www.ire.ubc.ca.
- r) **International Centre for Criminal Law Reform & Criminal Justice Policy**: *Director*: Daniel Prefontaine, Tel: (604)822-9875, Fax: (604)822-8108, e-mail: prefont@law.ubc.ca.
- s) **International Resource Systems** [program in Faculty of Agricultural Sciences]: opportunity for students to understand agricultural and natural resources systems from an international perspective. Students develop cross-cultural sensitivity through language and cultural training and a year studying abroad either in the Asia Pacific, Europe or the Americas. Telephone: (604) 822-2193, Fax: (604) 822-2184, e-mail: george.kennedy@ubc.ca.
- t) **International Student Reception**: provides services to prospective and new international students as part of UBC's International Student Initiative. This includes responding to inquiries

about UBC admission requirements and application procedures, facilitating the handling of applications, developing and distributing pre-arrival materials, providing information on travel and immigration procedures, and providing basic information on UBC services including housing and awards for international students. International Student Coordinator: Karen McKellin, Telephone: (604) 822-8999, Fax: (604)822-9888, e-mail: international.reception@ubc.ca.

u) **International Student Services:** provides support services to international students, and manages the social/culture centre at International House. Support services includes pre-departure information, airport reception, temporary homestay, orientation, counselling, peer program, language services, wellness programs, special programs for spouses and family members, and re-entry workshops. *Director:* Winnie Cheung, Telephone: (604)822-5022, Fax: (604)822-5099, e-mail: intl.services@ubc.ca, website: www.international.ubc.ca.

v) **Liu Centre for the Study of Global Issues:** The Liu Centre is a self-governing unit within the UBC Faculty of Graduate Studies, designed to study the implications for societies and their governments of those global phenomena now shaping policymakers worldwide. The Centre's programme is shaped by an academic board composed of faculty and community representatives, under the guidance of an International Advisory Council consisting of distinguished persons of wide experience in diplomacy, governance and science. *Director:* Olav Slaymaker, Telephone: (604)822-1558, Fax: (604)822-6966, e-mail: liuctre@interchange.ubc.ca, website: www.liucentre.ubc.

w) **Museum of Anthropology (MOA) :** founded in 1949, MOA now houses about 200,000 archaeological artifacts and 30,000 ethnographic artifacts. In addition to outstanding Northwest Coast collections, the museum has extensive holdings from Asia, Africa, Europe, South America, and classical Greece and Rome. A unique collection of 600 European ceramics is housed in the Koerner Gallery. *Director:* Ruth B. Phillips, Telephone: (604)822-5887, Fax: (604)822-2974, e-mail: ruthp@interchange.ubc.ca, website: www.moa.ubc.ca.

x) **Networks of Centres of Excellence:** a nationwide network pursuing leading-edge research in an area of strategic importance to Canada. The aim is to generate a synergism of excellence and collaboration in research, to provide internationally-competitive environments for young Canadian researchers, and to accelerate the diffusion of knowledge and the transfer of new technology to the private sector. *Director:* Malcolm McMillan, Telephone: (604)822-5379, Fax: (604)822-5324, e-mail: mcmillan@physics.ubc.ca.

y) **Student Exchange Program Office** [within Registrar's Office]: administers UBC reciprocal student exchanges. *Student Exchange Program Coordinator:* Katherine Beaumont, Telephone: (604)822-0942, Fax: (604)822-9885, e-mail: student.exchange@ubc.ca.

z) **Sustainable Development Research Institute:** established in 1991, the SDRI undertakes interdisciplinary research and disseminates information on regional and global issues related to sustainable development and the environment. *Director:* John Robinson, Telephone: (604)822-9188, Fax: (604)822-9191, e-mail: sdri@sdri.ubc.ca, website: www.sdri.ubc.ca.

Many other units work with international students and clients as a regular part of their responsibilities. This would include all of the faculties, the Registrar's Office, Housing, and recreation.

**GUIDELINES FOR DEVELOPING
EDUCATIONAL LINKAGES
ABROAD**



**THE UNIVERSITY OF BRITISH COLUMBIA
International Liaison Office
Vancouver, BC, Canada V6T 1Z2
☎ (604)822-3114 Fax (604)822-5597**

(Adapted in part from the American Council on Education)

Revised April 1990

Preface

These brief guidelines have been prepared in response to requests for information on how to develop formal contacts with an educational institution in another country.

The guidelines have been kept simple and broad so they can be useful to the greatest number of users. The purpose of the guidelines is to organize the linkage process and call attention to the salient points within it. The guidelines can then be adapted to suit the needs and purposes of most

A. INTRODUCTION

Higher education institutional linkages are most commonly defined as *"direct operational ties, arrived at through mutual agreement, providing mutual benefit, and requiring mutual investment of resources. The emphasis is on mutual collaboration."*

There are various types of exchange programs which are sometimes referred to as linkages. They include individual exchanges of staff and students, exchanges of students and faculty within specific departments of two institutions, collaborative research on special projects, and library exchanges. Most often, however, the term, "linkage" refers to institutional affiliation which extends far beyond a simple exchange program. Linkages in this sense may occur between individual institutions or among groups of institutions (consortia).

Institution-to-institution linkages have the potential for broader participation than is attainable through an individual faculty or departmental exchange. As a linkage program develops it provides faculty and alumni with the many associated benefits of having a campus or institutional base in other countries. These linkages also reach off-campus locally and into the immediate community, where specific interest groups can become more involved in both the programs and the other work of the institution. In turn, as local awareness of an institution's international programs increases, visiting international students and faculty can expect to receive encouragement from the special interest groups to interact with community residents.

Optimally, all international programs at an institution, whether academic or non-academic, should be coordinated by the international office on campus. All on-campus & outside inquiries concerning the institution's international programs are then directed to the staff at the international liaison office.

The major benefit of this approach is in the

establishment of a central repository for information pertaining to future and existing international linkages. Such coordination strengthens individual programs, presents opportunities for greater interaction among program participants, and heightens the effectiveness of institution-to-institution programs by providing a definite identity. This, in turn, heightens the overall profile of the institution's international goals and creates an increased awareness of all the institution-to-institution programs already underway.

For this approach to succeed, it must be based on campus-wide understanding and support of international education and the implications of its challenges and opportunities. This type of linkage program is not the first step in the internationalization of a campus; rather it is the logical outgrowth of an institution's integrated, international perspective in education.

This guide is concerned primarily with linkages between two institutions. The steps in the guidelines are arranged sequentially. If the recommendations or questions within a given step of the process present difficulties, it is probable that the institution should not be considering an institution-to-institution linkage at this stage, but rather exploring other types of exchange programs.

B. PRELIMINARY CONSIDERATIONS

Rationale

The rationale for a linkage program should be rooted in the mission and purpose of the institution and should be part of its long-range planning. The goals of the program should be clear enough to be subject to periodic review and evaluation.

Commitment

Regardless of the operational level at which initial ties for a linkage are made, the program should have the enthusiastic support and long-term commitment of the institution's leadership (governing board and chief executive officer), senior administrators (especially the chief academic officer and the chief fiscal officer), and the faculty and staff who will ultimately be involved.

Language

Consideration of the language of instruction and formal communication is important. If the language for teaching and lecturing is not the same in both countries, the participating institutions should offer solid instructional programs in the other's language if at all possible. Faculty and students wishing to participate in the

program abroad can then have the opportunity to learn or sharpen their foreign language skills.

Some academic programs such as science, engineering and mathematics use technical English which is almost the universal language in these areas. In this case, participants in such programs need only basic communication skills in the language of the host country. However, other programs such as studies in the humanities may require greater proficiency in the host language.

Planning

The value and necessity of careful mutual planning, which can sometimes take two or three years, cannot be overestimated if a linkage program is to have long-term success. The international program should be included in the institution's long-range planning and adequate time should be allowed for the completion of the steps in these guidelines.

Finance

In the interest of avoiding currency exchange losses and restrictions, international financial transactions should be minimized. A careful study of areas in which reciprocal exchanges of services might be feasible will reduce the number of actual currency exchanges.

C. HOW TO BEGIN:

Step 1: Why Have a Linkage Program?

Initially, a study group appointed by the President of the university and made up of representatives of administration and faculty, including a fiscal administrator and an international program coordinator, where possible, should investigate the feasibility of a linkage program using the guidelines in Step 1. During their investigation, this group should seek the advice and counsel of as many resource persons as possible, both on and off-campus. Depending on the size of the institutions involved, the completion of the feasibility study may take up to a year.

Often the positive aspects of considering a linkage program are so strong, they tend to obscure the realities which must be addressed as the program becomes operational. To ensure a firm rationale for the linkage program, the following questions are among those which should be given serious consideration.

1. How will a linkage program support the mission of the university?
2. How will a linkage program fulfill specific needs of the university?
3. What strengths has our university to offer a

foreign institution?

4. In light of the needs of our university, in which parts of the world would it be most suitable to have a linkage partner?
5. Are there sufficient financial resources at our university or available from various agencies to support a long-term commitment to this overseas linkage?
6. Is there a strong commitment for a linkage program that is based on an adequate understanding of its implications and opportunities on the part of our university's administrative leadership and faculty?
7. Are the existing foreign and English language programs at our institution adequate to provide training for linkage participants from UBC going overseas, as well as to assist participants from the partner institution overseas with the language of instruction at UBC?

The answers to these questions will give direction to the remaining steps in the process.

If the feasibility study indicates a positive climate for an institution-to-institution linkage program, and the institutional leadership is committed to the proposal process, then the initial study can be augmented to include additional members of the administration, faculty, and possibly civic leaders and representatives of local business corporations. Involvement of the larger community in the preliminary stages of the process will only benefit the institution in the long run.

It is at this point as well that an operational director of the proposed program should be appointed. The director should coordinate all activities concerning the program proposal, as well as the program itself as it becomes operational. Supporting this director should be a unit or mechanism (e.g. a campus international liaison office) which would serve as a coordination point for the activities on campus and as a contact point for communications from abroad.

Step 2: Choosing a Partner Abroad

Having selected an area part of the world in which to seek a linkage partner (Step 1:4), the next step is to investigate several institutions of higher learning in that area or country.

Detailed information on foreign universities can often be obtained from the following sources:

- current administrators or faculty of our university who have personal contacts with administrators or faculty of an institution abroad;
- UBC alumni living in the country where the linkage is being considered.

- an institution similar to our university which already has an established linkage program in the target area;
- cultural attaches working in the foreign embassies or consulates in Canada;
- Canadian officials in embassies, consulates, provincial and federal government offices in the target area overseas.

The overriding caveat in this step is the accreditation or official recognition of the chosen institution. Confirmation of recognized institutions of higher education in other countries can be obtained through that country's education ministry or from cultural/educational offices attached to its embassy or consulate in Canada.

Starting with a limited program involving only a single department or faculty in each institution is a wise decision. Although the possibilities for future growth should be investigated, it is prudent to target just one or two departments or faculties for the initial program. There is no guarantee that a linkage program will be successful and withdrawal from a large program could be costly and disruptive. The following general considerations should be of help, although each participant in the selection process may have others to add.

In reviewing potential linkage partners after they have been identified, try to:

- reduce the number of possible institutions to a manageable size and list them in order of priority. (It is wise to have a few alternative linkage choices in the event that the first choice is not feasible);
- review the institutions chosen in light of Step 1 of these guidelines, applying the questions to the institution abroad as well as to our own institution;
- compare the foreign institution to our institution in terms of size, programs, quality, resources, location (urban or rural), faculty, calendar, etc.;
- assess the adequacy of the foreign institution's library facilities, laboratories (if relevant), student advising and other areas specifically related to the proposed programs as well as potential programs.

If there have been any informal contacts with the chosen institution abroad (faculty, students, alumni or anyone who was helpful in assisting in the choice of a linkage partner), these contacts may be used to "float" the idea of a linkage with the proposed partner assuming this contact person is either currently present on that institution's campus or is in contact with someone on the

campus. Informal contacts like these can help test the water and prepare the intended linkage partner abroad for the more formal contacts to follow.

Step 3: Initial Formal Contact with a Potential Partner Institution Abroad

The initial formal contact should be between the chief executive officers (CEOs) of both institutions. A letter from the President at UBC to the CEO of the overseas institution inviting that institution to become a partner in the linkage program should include the following:

1. A rationale for the proposal and a clear definition of the mutual advantages as known or perceived;
2. The strengths of UBC;
3. The perceived strengths of the partner institution;
4. Evidence of adequate and appropriate resources (financial, academic, physical...) to support the commitment on the part of UBC;
5. The perceived expectations of the linkage partner's time, financial, academic and physical resource commitment;
6. An inquiry of interest in further joint investigations of the feasibility of the proposal with an exchange of on-site visits and the eventuality of an in-depth joint negotiating process. (On-site visits at this point are very important; they provide an opportunity to reconcile first-hand observations with previous perceptions);
7. A suggested procedure or protocol for the proposed linkage agreement (e.g. the involvement of federal or provincial higher education officials, institutional administrative leadership, the departments or faculties concerned, etc.);
8. A suggested time limit within which a reply is requested. Most chief executive officers are not empowered to give an immediate response, so ample time must be allowed for consultation with the appropriate persons or offices.

Step 4: The Negotiating Process

The negotiating strategy should be planned well in advance of the on-site visits. After a favorable response from the proposed partner, and before an on-site visit, the President of UBC should send a copy of the negotiating strategy (with an appropriately translated second copy, if necessary) to the overseas institution. This strategy can then be mutually edited during the on-site visits. Its use by both partners will help to keep the process focused.

At this point broader participation is essential. The CEOs from both institutions should oversee the process, but the persons in both institutions who will eventually have responsibility for the operation and continuity of the program should be actively involved. Academic department heads or deans of faculties, as well as faculty members who will participate in the proposed program should be included. In addition, the business officers of both institutions should review and discuss the proposed agreements.

The various tasks to be accomplished within the negotiating process may be assigned to small subcommittees of the participating group, and *ad hoc* subcommittees from outside the planning groups may be indicated in some cases. The subcommittees' work is to consider the tasks and prepare an action-outline for full group discussion and completion.

Tasks to be accomplished:

- to establish mutual program goals that are clear enough to be subject to review and evaluation:
- to develop plans for the implementation of the linkage goals which should include agreement on:
 - the minimum/maximum number of faculty and students to be involved in the program (initially, annually, or for a specified period thereafter);
 - faculty salaries and benefits, housing, transportation, provision for replacement of faculty members while they are abroad, and any change in faculty status which might occur as a result of an overseas appointment;
 - student tuition, housing, board, stipend, provision for inter-session housing, and cultural opportunities;
 - payment and foreign exchange provisions for all currency involvement;
 - curriculum adjustments;
 - possibilities for "in kind" support, as well as direct financial provisions;
 - academic considerations, such as participating departments (divisions, faculties), programs, faculty, and new or additional courses needed at each institution to accommodate the program;
 - status of participation in an overseas program in relation to degree requirements at the home institutions;
 - level of language proficiency needed for participation in the program, and means of evaluating that proficiency (Test of English as a

Foreign Language, English Composition Test); Language Proficiency Index, etc.);

- short and long-term considerations (e.g. length of program, procedures for transferring credit, etc.);
- plans for orientation and debriefing of visiting faculty and students;
- a plan and procedures for regular mutual reviews and evaluation of the program and contract renewal;
- provisions for a legal review and approval by governing bodies;
- provisions for cancellation of the agreement.
- to establish the financial parameters which will be maintained throughout the process.
- to assign operational responsibilities (including specific areas of accountability) to an office and an individual in each university. Negotiations concerning release time to carry out these responsibilities should also take place.

Step 5: The Initial Agreement or Contract

This document should be exchanged and signed at the presidential level of the partner institutions. In the initial agreement, a specific time covering the probationary period until the first review and evaluation should be included. After a mutually favorable review, the contract or agreement may be modified.

Not all of the recommendations suggested in these guidelines will be relevant to every linkage program. With that in mind, a statement or brief paragraph on each of the applicable items mentioned below should suffice for the formal agreement, which should avoid excessive detail.

There will undoubtedly be annual fluctuations in the numbers participating as well as periodic financial adjustments. When these areas are mentioned in the agreement, they should be stated in broad terms to avoid the need for frequent revisions to the agreement document itself.

Items which should be included in the agreement or contract:

1. A statement of mutual goals;
2. The name of the contact person responsible for the administration of the program at each institution;
3. Expected participation (students, faculty, occasional individuals for special projects...);
4. Financial responsibilities of each institution with regard to travel, salary, housing, board, tuition stipends, teaching and research materials (laboratory supplies, books, library

facilities, etc.) and a method of currency evaluation;

5. Provisions for changing the scope of the program;
6. Provisions for periodic reviews or evaluations;
7. A release clause with a specific time period between notice and withdrawal from the program;
8. The effective date and duration of the probationary period.

In drawing up this agreement it is advisable to have the advice of legal counsel, especially when an agreement includes large financial commitments. The agreement should be drawn up well in advance of the proposed effective date since either partner may wish to make final revisions after consultation with key persons on their own campuses or with their institution's governing body. In the event that the agreement is written in more than one language, sufficient time should be allowed for certification of the translation.

D. ANNOUNCING THE PROGRAM

An announcement of the linkage program should contain as much specific information as possible and should be sent to a wide audience both on and off-campus. It should be made by the President of UBC and should be sent to the local media, appropriate higher education associations (as a potential story idea or article for publication in newsletters), alumni, corporate and civic leaders, institutional benefactors, governing boards, and any other persons or organizations connected with UBC.

The linkage program should be given prominence in all UBC publications as well as the annual academic calendar. Brochures describing the program should also be provided to recruiters and admissions officers.

A special effort should be made to contact local ethnic groups from the country of the linkage partner. As the program becomes operational, these groups could play an active role in many non-academic aspects of the linkage program, proving to be an invaluable resource for UBC.

LAWS OF LINKAGES

1. Linkages are a *means* to an end and not an end in themselves.
2. The *end goal* of a linkage should be to internationalize your institution.
3. You must therefore have a plan on how you want to internationalize -- your institution, your faculty, your department or your program -- in what direction, and with what priorities before you embark on such linkages.
4. The core of the internationalization of an institution is the internationalization of its curriculum -- and you must have a plan for that before you proceed to negotiate linkages.
5. The best linkages are those which are based on mutual respect and reciprocity and in which there are clear and anticipated benefits for both parties.
6. Do not seek a linkage based solely on the prestige of the other institution. To be successful, a linkage needs to involve a genuine mutual assessment of the needs you both have.
7. The priorities for your linkage should be governed by:
 - Your home institution's overall international mission;
 - The plan and commitment to internationalize your curriculum;
 - Your home institution's existing or proposed international and study abroad programs.
8. You need to be flexible and creative in your response to the needs and constraints of other institutions.
9. Too many linkages are just signatures on pieces of paper. Linkages should be very carefully arrived at, very carefully implemented and very carefully evaluated.

Updated 2001-07-23

UBC INTERNATIONAL AGREEMENTS/LINKAGES

Country	Name of Institution	Type of Agreement	File #
Australia	Australian National University	General Cooperative and EAP	186
Australia	Edith Cowan University	General Cooperative and EAP	192
Australia	MacQuarie University	General Cooperative and EAP	288
Australia	Monash University	Commerce Student Exchange (BCom)	1
Australia	Royal Melbourne Institute of Technology	General Cooperative (FF) and EAP	174
Australia	University of Adelaide	General Cooperative and EAP	255
Australia	University of Melbourne	General Cooperative and EAP /Commerce Student Exchange (BCom & Masters)	149
Australia	University of Melbourne (Melbourne Business School; Faculty of Economics and Commerce)	Commerce Student Exchanges	217
Australia	University of New South Wales (Australia Graduate School of Management; Faculty of Commerce & Economics)	General Cooperative and EAP / Commerce Student Exchange (BCom & Masters)	2
Australia	University of Queensland	General Cooperative and EAP, SEARCA Consortium Member	196
Australia	University of Sydney	General Cooperative and EAP	175
Australia	University of Technology, Sydney	EAP	332
Australia	University of Western Australia	General Cooperative and EAP	187
Australia	University of Wollongong	General Cooperative and EAP	289
Austria	University of Agricultural Sciences, Vienna (Universität für Bodenkultur Wien - BOKU)	General Cooperative and EU Forestry Consortium	274
Austria	Wirtschaftsuniversität Wien (Vienna U)	Commerce Student Exchange (BCom & Masters)	126
Belgium	Catholic University of Louvain	Commerce Student Exchange (BCom) EU-Mathematics Consortium (Atlantis)	124
Belgium	Gembloux Agricultural University [FUSAGx]	EU Forestry Consortium - Student Exchange	305
Belgium	State University of Liège	EU Sustainable Agriculture Consortium	327
Brazil	Federal University of Rio de Janeiro	General Cooperative	157
Brazil	Fundação Getúlio Vargas	Commerce Student Exchange (BCom & Masters)	218
Brazil	Instituto Nacional de Pesquisas da Amazônia	General Cooperative	199
Brazil	Universidade Federal de Minas Gerais	General Cooperative	182
Brazil	University of São Paulo	General Cooperative	230
Canada	Acadia University	Canadian Year in Freiburg Exchange	316
Canada	Brock University	Canadian Year in Freiburg Exchange	315
Canada	École des Hautes Études Commerciales de Montréal	General Cooperative / Commerce Student Exchange (BCom & Masters)	152
Canada	Haliburton Forest and Wild Life Reserve	EU Forestry Consortium - Student Exchange	325
Canada	Laval University [Université Laval]	N.A. Consortium for Student Mobility - Aqua 3	312

i =Inactive; e=Expired; c=Completed; na=no signed agreement; g=consortium/group; FF- full international tuition fees apply

Country	Name of Institution	Type of Agreement	File #
Canada	McGill University, Université de Montréal and University of Toronto	Graduate Exchange Agreement	213
Canada	North-West Maritime Institute	MOA Collaborative research, training and information	221
Canada	Trent University	Canadian Year in Freiburg Exchange	314
Canada	University of Guelph--Ontario Agricultural College & College of Family & Consumer Studies	Student Exchange	281
g Canada	University of Manitoba	N.A. Student Exchange Program	302
Chile	Pontificia Universidad Católica de Chile	General Cooperative & EAP, Commerce Student Exchange (BCom)	240
Chile	Universidad de Chile (University of Chile)	EAP	139
China	Anhui Agricultural University	General Cooperative	171
China	Beijing Forestry University	Cooperative Agreement	222
China	Beijing Medical University	Faculty/Graduate Student Exchange	5
i China	Beijing Normal University	Faculty/Graduate Student Exchange	6
China	China Agricultural University	General Cooperative	233
China	China-Europe International Business School (CEIBS)	Commerce Student Exchange (MBA)	291
i China	East China Normal University	Faculty/Graduate Student Exchange	10
China	Fudan University	General Cooperative (FF)	292
China	Nanjing Botanical Garden Memorial Sun Yat-Sen	Faculty/Staff/Student Exchange	12
China	Nankai University	Canada-China "3X3" Partnership	249
China	Northeast Forestry University (Harbin)	Memorandum of Agreement	212
China	Peking (Beijing) University	Faculty/Graduate Student Exchange and Canada-China "3 x 3" Partnership	7
China	Shanghai Jiao Tong University	CIDA-funded Linkage & General Cooperative	16
China	Shanghai Medical University (formerly Shanghai First Medical University)	Student/Faculty Exchange	14
e China	Shanghai Second Medical University	Medical Graduate Exchange	15
China	Tsinghua (Qinghua) University	Canada-China "3X3" Partnership	116
e China	University of Nanjing	Faculty/Graduate Student Exchange	11
China	West China University of Medical Sciences	CIDA-funded Medical Graduate Exchange	17
China	Yantai University	General Cooperative (FF)	295
China	Zhongshan University	Faculty/Student Exchange	19
Costa Rica	Instituto Tecnológico de Costa Rica (Institute of Technology of Costa Rica)	Forestry Student Exchange	137
Czech Republic	Charles University [Univerzita Karlova]	General Cooperative	198
Denmark	Copenhagen Business School	Commerce Student Exchange (BCom & Masters)	20

Country	Name of Institution	Type of Agreement	File #
Denmark	Royal Danish School of Educational Studies (Danmarks Lærerhøjskole)	General Cooperative Agreement	265
Denmark	Royal Veterinary and Agricultural University	General Cooperative & EAP (Agricultural Sciences & Forestry only)	260
Denmark	University of Copenhagen	EAP	22
<i>e</i> Dominican Republic	Pontifica Universidad Catolica Madre y Maestra	Faculty/Student Exchange/CIDA Project	23
<i>e</i> Dominican Republic	Universidad Nacional Pedro Henriquez Urena	Faculty/Student Exchange/Research	24
<i>g</i> Europe	Scientific and Technological Cooperation between Canada and the European Union	Scientific & Technological Cooperation	219
Finland	University of Helsinki	EU Forestry Consortium - Student Exchange	306
Finland	University of Joensuu	EU Forestry Consortium - Student Exchange	298
France	Alès School of Mines	General Cooperation Agreement	270
France	Ecole Nationale Supérieure d'Ingenieurs de Constructions Aeronautiques (ENSICA)	General Cooperative	167
France	Ecole Nationale Supérieure des Beaux-Arts de Paris	General Cooperative and EAP	162
France	Ecole Normale Supérieure de Fontenay/Saint-Cloud	General Cooperative and EAP	191
France	Hautes Etudes Commerciales Paris	Commerce Student Exchange (BCom & Masters)	26
France	Institut d'Etudes Politiques de Grenoble	General Cooperative and EAP	134
France	Institut d'Etudes Politiques de Paris et La Fondation Nationale des Sciences Politiques	General Cooperative and EAP	279
France	L'Université de La Rochelle, France	General Cooperative	271
France	L'Université de Toulouse-Le Mirail	EAP	194
France	Université de la Sorbonne Nouvelle (University of Paris III)	General Cooperative and EAP	115
France	Université de Montpellier I	Graduate Student Exchange	133
France	Université de Montpellier II (Université des Sciences et Techniques du Languedoc)	Graduate Student Exchange	231
France	Université de Montpellier III (Université Paul Valéry)	Graduate Student Exchange	232
France	Universite Des Sciences et Technologies de Lille	General Cooperative	294
France	Université Jean Moulin - Lyon III	General Cooperative and EAP	148
France	Université Victor Segalen Bordeaux 2	General Academic Exchange	313
France	University of Burgundy, Dijon (Université de la Bourgogne)	General Cooperative & EAP	208
France	University of Paris II	EU-Law Consortium	322
France	University Pierre and Marie Curie of Paris	Faculty/Student Exchange	25

Country	Name of Institution	Type of Agreement	File #
Germany	Albert-Ludwigs Universitat Freiburg	EU Forestry Consortium - Student Exchange, Canadian Year in Freiburg Exchange	304
Germany	Christian-Albrechts University in Kiel	Faculty/Student Exchange	28
Germany	Humboldt-Universitat Zu Berlin	General Cooperative (FF) and EAP	331
Germany	Technical University of Berlin	DAAD-sponsored Students at UBC (Commerce)	125
Germany	Technical University of Dresden, Germany	Cooperative Agreement (FF)	272
Germany	Technische Universitat Darmstadt (Technical University of Darmstadt)	General Agreement for Cooperation	263
Germany	Universitat Augsburg	General Cooperative and EAP	27
Germany	Universitat Bonn	General Cooperative and EAP	165
Germany	Universitat - Gesamthoch - Siegen [University of Siegen]	General Cooperative and EAP	29
Germany	Universitat Hamburg	EAP and Law Consortium	252
Germany	Universitat zu Koln (University of Cologne)	Commerce Student Exchange (BCom & Masters)	246
Germany	University of Wurzburg (Universitat Wurzburg)	General Cooperative and EAP	238
Germany	WHU Koblenz, Otto Beisheim Graduate School of Management	Commerce Student Exchange (MBA)	336
Ghana	The University of Ghana Medical School	Faculty/Student Exchange	142
Hong Kong	Chinese University of Hong Kong	General Cooperative and EAP / Commerce Student Exchange (Masters)	30
Hong Kong	Hong Kong University of Science and Technology	Student Exchange (BCom)	178
Hong Kong	University of Hong Kong	General Cooperative and EAP / Commerce Student Exchange (BCom)	76
India	Indian Institute of Technology, Delhi	MOU for mutual cooperation EAP-ApSc to be signed	117
India	The Guru Nanak College of Nursing (Dhahan-Kaleran, Punjab), The Guru Nanak Dev University (Amritsar, Punjab)	Partnership Project	277
Indonesia	Institut Pertanian Bogor [Bogor Agricultural University]	SEARCA Consortium member	244
Indonesia	Institute of Technology Bandung	Asian Urban Research Network (AURN)	273
Indonesia	Universitas Gadjah Mada	SEARCA Consortium Member	245
Iran	The Medical Sciences University of Tehran	General Cooperative	155
Ireland	University College Dublin	Commerce Student Exchange	337
Israel	Technion - Israel Institute of Technology	General Cooperative	275
Israel	Tel Aviv University	Commerce Student Exchange (Masters)	159
Italy	Universita Commerciale Luigi Bocconi	Commerce Student Exchange (BCom & Masters)	122
Italy	Università degli Studi di Padova	EU Forestry Consortium - Student Exchange	307

Country	Name of Institution	Type of Agreement	File #
Italy	Università degli Studi di Torino (University of Turin)	EU-Law Consortium	321
Italy	University of Bologna	General Cooperative	130
Italy	University of L'Aquila [Università degli Studi di L'Aquila]	EU-Mathematics Consortium (Atlantis)	320
Italy	University of Trieste	EU-Mathematics Consortium (Atlantis)	318
Japan	Akita University & Geological Survey of Japan	MOU re Cooperative Geoscience Research Program	202
Japan	Chiba Institute of Technology	Faculty/Researcher Exchange	32
Japan	Hitotsubashi University	General Cooperative	205
Japan	Hokkaido University	Faculty/Researcher Exchange	33
Japan	Hosei University	Sports Exchange	34
<i>e</i> Japan	Inter-University Center for Japanese Language Studies	Study Abroad	131
Japan	Iwate University	General Cooperative (FF)—Education only	335
Japan	Keio University	EAP (pending) /Commerce Student Exchange (Masters)	206
Japan	Kochi Medical School	General Cooperative (FF)	153
Japan	Komazawa University	General Cooperative and Student Exchange	35
Japan	Kwansei Gakuin University	General Cooperative and EAP	290
Japan	Niigata University	Cooperative & Student Exchange (Law only)	36
Japan	Nippon Dental University (Tokyo & Niigata)	Faculty/Staff/Student Exchange—Dentistry	37
Japan	Osaka University	Academic Exchange & EAP / Commerce Student Exchange (BCom & Masters)	39
Japan	Ritsumeikan University	EAP & Sports Exchange	40
Japan	Shiga University of Medical Science	Faculty/Graduate Student Exchange	43
Japan	Sophia University [Jōchi Daigaku]	General Cooperative and EAP	150
Japan	Tezukayama Gakuin University	Student Exchange	41
Japan	Tohoku University	General Cooperative	334
Japan	Tokai University Educational System (TES)	General Cooperative	204
Japan	Tokyo University of Agriculture	General Cooperative & Short-Term Student Exchange (Agriculture)	42
Japan	Tokyo University of Foreign Studies	General Cooperative and EAP	224
Japan	University of Tokyo	General Cooperative Exchange /Commerce Student Exchange (Masters)/Sports & Culture Exchange	44
Japan	University of Tsukuba	Student Exchange	45
Japan	Waseda University	General Cooperative (FF) and EAP	119
Japan	Yokohama City University	General Cooperative & Faculty Exchange	46

i =Inactive; *e*=Expired; *c*=Completed; *na*=no signed agreement; *g*=consortium/group; *FF*- full international tuition fees apply

Country	Name of Institution	Type of Agreement	File #
Korea	Ewha Womans University	General Cooperative and EAP	47
Korea	Kon-Kuk University	Faculty/Researchers/Student Exchange	48
Korea	Korea Advanced Institute of Science & Technology (KAIST)	General Cooperative (FF) and EAP	267
Korea	Korea University	EAP, Commerce. BCom, Letter of Agreement (Geol), Joint Academic Program	114
Korea	Kyung Hee University	Faculty/Student Exchange/General Cooperative	51
Korea	Pusan National University	Faculty Exchange/General Cooperative	50
Korea	Research Institute of Industrial Science and Technology (RIST), Pohang	General Cooperative	253
Korea	Seoul National University	General Cooperative and EAP / Commerce Student Exchange (BCom & Masters) / GCA Dentistry	112
Korea	Sookmyung Women's University	General Cooperative Agreement	266
Korea	Sung Kyun Kwan University	Faculty/Student/Sports Team Exchange	52
Korea	University of Incheon	General Cooperative Agreement	264
Korea	Yonsei University	General Cooperative and EAP / Commerce Student Exchange (BCom & Masters)	113
Macau	University of East Asia	Faculty Exchange	53
Malaysia	Forest Research Institute of Malaysia	Collaborative research and faculty/staff/graduate student exchange	188
Malaysia	Regional Centre for Education in Science and Mathematics (RECSAM)	General Cooperative	235
Malaysia	Universiti Putra Malaysia (formerly Universiti Pertanian Malaysia)	General Cooperative (FF), EAP and SEARCA Consortium Member	138
Malaysia	Universiti Sains Malaysia	General Cooperative MOU & EAP	101
Malaysia	University of Malaya	General Cooperative MOU	210
Mexico	Autonomous University of San Luis Potosi	General Cooperative	234
g Mexico	CINVESTAV-IPN [El Centro de Investigacion y estudios avanzados]	N.A. Student Exchange Program	300
Mexico	Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM)	General Cooperative and EAP / Joint Academic Program / Commerce Student Exchange (Masters)	226
g Mexico	La Universidad Autonoma de Aguascalientes	N.A. Student Exchange Program	301
Mexico	La Universidad Nacional Autonoma de Mexico (UNAM)	General Cooperative & EAP	77
Mexico	National Council for Science and Technology (CONACYT)	Graduate Scholarship Program	254
Mexico	Universidad Autonoma de Guadalajara	General Cooperative	179
Mexico	Universidad de Guadalajara	Commerce Student Exchange (Masters)	268
Mexico	Universidad de las Américas - Puebla	General Cooperative and EAP	220

Country	Name of Institution	Type of Agreement	File #
Mexico	Universidad Sonora [University of Sonora]	N A. Consortium for Student Mobility - Aqua 3	309
Mexico	Universidad Veracruzana [University of Veracruz]	N A Consortium for Student Mobility - Aqua 3	308
Mongolia	The Mongolian Technical University	General Cooperative	278
Netherlands	Erasmus University Rotterdam	Commerce Student Exchange (BCom & Masters)	55
Netherlands	Leiden University	EAP	57
Netherlands	Wageningen Agricultural University	EU Forestry Consortium - Student Exchange	324
New Zealand	Lincoln University	General Cooperative and EAP	195
New Zealand	University of Auckland	General Cooperative & EAP, MOA re indigenous programmes	236
New Zealand	University of Canterbury	Memorandum of Cooperation and Student Exchange	259
New Zealand	University of Otago	General Cooperative (FF) and EAP, Commerce Student Exchange	328
<i>i</i> Nigeria	Obafemi Awolowo University	General Cooperative	190
Norway	Agricultural University of Norway	General Cooperative and EAP	225
Norway	Norwegian School of Economics and Business Administration (Norges handelshøyskole)	Commerce Student Exchange (BCom & Masters)	183
Pakistan	Aga Khan University	General Cooperative	223
Peru	Universidad de Piura	Faculty Exchange/CIDA-funded Training	105
Philippines	Department of Science and Technology (DOST) Agencies and their Network Institutions	MOU for Scientific and Technological Cooperation	247
Philippines	International Center for Living Aquatic Resources Management (ICLARM)	Memorandum of Agreement	211
<i>g</i> Philippines	Southeast Asian Regional Center for Graduate Study and Research in Agriculture (SEARCA)	MOA	250
Philippines	University of the Philippines	General Cooperative and EAP	239
Philippines	University of the Philippines, Los Baños	General Cooperative and EAP and SEARCA Consortium Member	177
Poland	Medical University of Lodz	General Cooperative (FF)	333
Poland	Warsaw Agricultural University SGGW-AR	Doctoral Candidates & Faculty Exchange	58
Portugal	University of Coimbra	EU-Mathematics Consortium (Atlantis)	319
<i>i</i> Russia	Altai State University	General Cooperative	207
Russia	Chelyabinsk State University [Cheljabinskij Gosudarstvenny Universitet]	General Cooperative Agreement	269
<i>g</i> Russia	Siberian International Centre for Regional Studies	Participatory agreement	185
Russia	The Far Eastern State University	Memorandum of Understanding	147
<i>i</i> Russia	Yakutsk State University	General Cooperative	170

Country	Name of Institution	Type of Agreement	File #
Saudi Arabia	King Abdulaziz University [Jameat Almalik Abdulaziz]	Memorandum of Cooperation	284
Saudi Arabia	King Fahad University of Petroleum and Minerals [Jamaah-Tul-Malik Fahd Lil-Betrol Wal Ma'adin]	Memorandum of Cooperation	286
Saudi Arabia	King Faisal University [Jamiat Al-Malik Faisal]	Memorandum of Cooperation	283
Saudi Arabia	King Saud University [Jamiat Al-Malik Saud]	Memorandum of Cooperation	285
Saudi Arabia	Ministry of Higher Education, Kingdom of Saudi Arabia	Memorandum of Cooperation	287
Singapore	Nanyang Technological University	EAP	215
Singapore	National University of Singapore	General Cooperative & EAP / Commerce Student Exchange (BCom & Masters)	59
South Africa	University of Cape Town	General Cooperative and EAP	242
Spain	Esade Barcelona	Commerce Student Exchange (BCom & Masters)	145
Sweden	Lund University	General Cooperative and EAP; EU-Law Consortium	60
Sweden	Royal Institute of Technology	General Cooperative & EAP	201
Sweden	Swedish University of Agricultural Sciences	Memorandum of Agreement and EAP--Forestry only, EU-Forestry Consortium	200
Sweden	The Stockholm School of Economics	Commerce Student Exchange (BCom & Masters)	146
Sweden	Umeå University	General Cooperative	229
Sweden	Uppsala University	General Cooperative and EAP	164
Switzerland	Universita Della Svizzera Italiana	General Cooperative Agreement	261
Switzerland	Universitat St. Gallen	Commerce Student Exchange (BCom & Masters)	144
Switzerland	University of Bern	General Cooperative (FF) and EAP--Law only	326
Switzerland	University of Lausanne	General Cooperative (FF) and EAP	329
Tahiti	L'Universite de la Polynesie Française (formerly Université Française du Pacifique)	Cooperative Exchange	209
Taiwan	National Taiwan Normal University	General Cooperative (FF) and EAP	330
Taiwan	National Taiwan University	General Cooperative and EAP; Law exchange	121
Thailand	Asian Institute of Technology – Bangkok	CIDA-funded Partnership Project: Urban Environmental Management	108
Thailand	Chulabhorn Research Institute	General Cooperative	156
Thailand	Chulalongkorn University	General Cooperative; Law	62
Thailand	Kasetsart University	SEARCA Consortium member	243
Thailand	Mahidol University	MOA for Nursing Linkage	276
Thailand	Prince of Songkla University	Staff/Student Exchange	63

Country	Name of Institution	Type of Agreement	File #
Thailand	Samitivej Hospital	Memorandum of Understanding	280
Thailand	Thammasat University	General Cooperative	64
The Netherlands	Maastricht University	EU-Law Consortium	323
United Kingdom	Edinburgh College of Art (Heriot-Watt University)	EAP (Agricultural Sciences only)	297
United Kingdom	Keele University	General Cooperative and EAP	135
United Kingdom	Lancaster University	General Cooperative and EAP / Commerce Student Exchange (BCom)	128
United Kingdom	Manchester Business School	Commerce Student Exchange (Masters)	72
United Kingdom	The University of Southampton	General Cooperative	248
United Kingdom	University of Aberdeen	General Cooperative and EAP, EU Forestry Consortium	241
United Kingdom	University of East Anglia	General Cooperative & EAP	163
United Kingdom	University of Glasgow	General Cooperative and EAP	172
United Kingdom	University of Manchester Institute of Science and Technology (UMIST)	General Cooperative and EAP / Commerce Student Exchange (BCom)	237
<i>na</i> United Kingdom	University of Nottingham	EAP, Student Exchange in Civil Engineering	176
United Kingdom	University of Sussex	General Cooperative and EAP (pending)	256
United Kingdom	University of Wales, Bangor	General Cooperative (FF) and EAP, EU-Forestry Consortium	296
United Kingdom	University of Wales, Swansea	Commerce Student Exchange (BCom)	127
United Kingdom	University of Warwick	EAP (Applied Science & Commerce)	123
Uruguay	Universidad de la República (Uruguay)	General Cooperative	251
USA	Arizona State University	MOU on Academic Cooperation (EAP)	214
USA	Michigan Technological University	N.A. Consortium for Student Mobility - Aqua 3	310
USA	New Mexico State University	N A. Consortium for Student Mobility - Aqua 3	311
USA	Oregon State University	MOU - EAP	161
<i>g</i> USA	Pennsylvania State University	N A Student Exchange Mobility	262
USA	The University of Akron	General Cooperative	151
USA	The University of Arizona	EAP and Faculty Exchange	293
USA	University of Alaska Fairbanks	Graduate Study Native Students--Education	67
USA	University of California (campuses--Berkeley, Davis, Irvine, L.A., Riverside, San Fran, San Diego, Santa Barbara, Santa Cruz)	EAP	66
USA	University of California - Hastings College of the Law	EAP (Law)	65
USA	University of Maine	General Cooperative and EAP	140
<i>g</i> USA	University of Southern California	N.A Student Exchange Program	299

i =Inactive; *e*=Expired; *c*=Completed; *na*=no signed agreement; *g*=consortium/group, *FF*- full international tuition fees apply

Country	Name of Institution	Type of Agreement	File #
USA	University of Texas at San Antonio	General Cooperative & EAP	193
USA	University of Washington	Student Exchange--S.Asian Studies, Cultural, Educational & Scientific Cooperation	69
Zimbabwe	University of Zimbabwe	General Cooperative and EAP	111



CHECKLIST for Foreign Universities Seeking Linkage Agreements with UBC

An academic link is a formal agreement covering one or more of a variety of forms of collaboration. It is a mutually-enriching relationship requiring mutual investment of resources, usually long-term and on equal terms, between two institutions (or units).

The rationale for a linkage program should be rooted in the mission and purpose of the institution and should be part of its long-range planning. The program should have the support and long-term commitment of senior administrators and all parties involved.

RATIONALE FOR LINKAGE

- How will a linkage program support the mission of your university?
- How will a linkage program fulfill specific needs of your university?
- What strengths has your university to offer UBC?
- What are the perceived strengths of UBC? Compare UBC to your own institution in terms of size, programs, quality, resources, location (urban or rural), faculty, calendar, etc.
- Are there sufficient resources (financial, academic, physical...) at your university or available from various agencies to support a long-term commitment to this overseas linkage?
- Are the existing language programs at your institution adequate to provide training for linkage participants from UBC, as well as to assist participants from your institution with the language of instruction (English) at UBC?

NEGOTIATIONS

If the answers to the above provide a positive climate, then consider negotiating a linkage with UBC. Develop plans for the implementation of the linkage goals. This should include agreement on:

- a) the minimum/maximum number of students (and possibly faculty) to be involved in the program (initially, annually, or for a specified period thereafter);
- b) student selection criteria;
- c) student tuition, housing, board, stipend, provision for intersession housing, and cultural opportunities;
- d) curriculum adjustments;

- e) payment and foreign exchange provisions for all currency involvement;
- f) possibilities for "in kind" support, as well as direct financial provisions;
- g) academic considerations, such as participating departments (divisions, faculties), programs, faculty, and new or additional courses needed at each institution to accommodate the program;
- h) status of participation in an overseas program and degree requirements at the home institution.
- i) level of language proficiency needed for participation in the program, and means of evaluating that proficiency—e.g. TOEFL, Language Proficiency Test;
- j) short and long-term considerations—e.g. length of program, procedures for transferring credit, etc.;
- k) plans for orientation and debriefing of visiting students (and faculty where involved);
- l) a plan and procedures for regular mutual reviews and evaluation of the program and contract renewal;
- m) provisions for a legal review and approval by governing bodies;
- n) provisions for modification and cancellation of the agreement.

ITEMS TO BE INCLUDED IN THE AGREEMENT

- A statement of mutual goals;
- The name of the contact person responsible for the administration of the program at each institution;
- Expected participation (students, faculty, occasional individuals for special projects...);
- Financial responsibilities of each institution with regard to travel, salary, housing, board, tuition stipends, teaching and research materials (laboratory supplies, books, library facilities, etc.) and a method of currency evaluation;
- Provisions for changing the scope of the program;
- Provisions for periodic reviews or evaluations;
- A release clause with a specific time period between notice and withdrawal from the program;
- The effective date and duration of the probationary period.

**GENERAL FRAMEWORK AGREEMENT FOR COOPERATION
BETWEEN
THE UNIVERSITY OF BRITISH COLUMBIA, CANADA
AND
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX**

In order to foster academic cooperation between The University of British Columbia and
XXXXXXXXXXXXXXXXXXXX, the two institutions have agreed to the following framework based
upon principles of mutual equality and reciprocity of benefits:

1. The two institutions will make suitable arrangements for the exchange of visiting scholars.
2. The two institutions will exchange information on undergraduate, graduate and professional programs and explore opportunities for mobility of students.
3. The two institutions will seek opportunities to cooperate in a variety of areas. The details of specific projects will be determined by mutual agreement of both institutions. The form of cooperation may vary with the goal of each project.
4. The two institutions will exchange scholarly information including research papers, indices to theses, books and magazines on relevant subjects where possible and appropriate.
5. The two institutions will extend invitations for attending scholarly and technical meetings and assist in making arrangements for attending national and international conferences.
6. Arrangements concerning specific details of financial support will be made by individual written agreement applicable to each particular situation.
7. This Agreement may be modified by mutual consent. The Agreement will be in effect from the date of signature for a period of five years. It shall be reviewed and upon mutual agreement may be extended for an additional period of five years.

XXXXXXXXXXXXXXXX
President
XXXXXXXXXXXXXXXXXXXXXXXXXXXX

Martha C. PIPER
President and Vice-Chancellor
The University of British Columbia

Date: _____

Barry C. McBride
Vice-President, Academic and Provost
The University of British Columbia

Agreement to Participate in Education Abroad Program

The University of British Columbia, Canada and

XXXXXXXXXXXXXXXXXXXXXXXXXXXX

To enhance the educational process at their respective institutions, THE UNIVERSITY OF BRITISH COLUMBIA, (UBC) in Canada and XXXXXXXXXXXXXXXX in XXXXXXXX agree to establish the following reciprocal student exchange program based upon principles of equality and reciprocity:

1. Each year during the term of this Agreement, each University may send selected students, including graduate students, to be enrolled at the other university. The number of students may be modified from time to time by mutual agreement. It is understood that a balance in numbers of students exchanged shall be sought over a five year period. Two students enrolling for one semester/term each will be equivalent to one student for one year.
2. Participating students under this agreement shall be enrolled as non-degree students at the host university for a period not exceeding twelve consecutive months. Credit will be transferred back to the home university with a transcript of results provided to the home institution as soon as possible after completion of the exchange.
3. Students participating in this Exchange shall be exempt from paying tuition and academic fees to the host institution, however they shall pay whatever fees are required of them by their home institution in order to participate in the program. Each student will be responsible for arranging the necessary visa and for covering the cost of accommodation, international travel, travel in the host country, books, equipment, consumables, hospitalization, health insurance, and other incidental expenses arising out of the exchange. No exchange of funds between the two institutions will occur.
4. Participating students will be selected by their home institution on the basis of the following criteria which shall generally apply but may be varied in appropriate cases.
 - a. Students shall have completed at least one year of university work prior to participation in the exchange,
 - b. Good academic standing, as reflected by a minimum 70% average or equivalent ranking in the top half of the student's class in previous academic work at the home university.
5. Participating students seeking admission to the host university under the terms of this Agreement shall meet the student exchange admission requirements of the host university. Candidates who cannot be suitably placed may be refused.
6. Students participating under this Agreement shall pursue an academic program developed in consultation with the student's home institution.
7. Each University shall appoint an Advisor, who shall provide advisory and other academic services to students participating in the exchange under the terms of this Agreement.
8. Students participating under the terms of this Agreement shall be subject to the rules and regulations of the host institution. They will also have the rights and privileges enjoyed by other students in the host campus.
9. Each University shall make reasonable efforts to assist students participating under the terms of this Agreement in finding suitable accommodations. The cost of such housing shall be paid by the students as individuals.
10. Students participating under the terms of this exchange agreement shall be entitled to participate in any introductory or orientation courses or programs that may customarily be arranged for foreign students at the host institution.
11. Both Universities may at any time review this Agreement and the actions taken under it and by mutual agreement, make any necessary modifications to it.
12. This agreement shall be effective upon signature by representatives of both Universities for five years. Either University may terminate this Agreement as of the end of any academic year by giving at least six months notice. This Agreement may be extended by agreement of both Universities for a further specified period.

The undersigned agree to this Agreement on behalf of their respective Universities:

(Date)

XXXXXXXXXXXXXXXXXXXX

(Date)

Martha C. PIPER
President and Vice-Chancellor
The University of British Columbia

Barry C. McBRIDE
Vice-President Academic & Provost
The University of British Columbia