



Meaningful Cont(r)acts

The Role of Memoranda of Agreement

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Memoranda of Agreement

- Enabling the institution to reach its strategic goals for internationalization
- MOAs as crucial backbones
- MOAs as defining documents of institutional foci and strengths
- MOAs as enabling instruments for achieving faculty and student success

Internationalization

- Institutional plan for internationalization
- Research, teaching, outreach components
- Necessary contact with international institutions and entities
 - Varied tasks and challenges
 - Joint programs
 - Research projects
 - Study abroad sites
 - etc.

Internationalization and MOAs

- Academic purpose meets business plan
- Need for guiding and securing instrument: MOAs to the rescue
- MOAs fulfill a crucial function
- MOAs are entered into where there is an active collaboration to be shaped and controlled for the benefit of all partners

Reach of Internationalization

- All segments of institution supported
 - Faculty
 - Students
 - Research scholars
 - Staff
- All participants benefit significantly from partnership

Basic Aspects of Partnerships

- Bottom up activities by faculty, researchers
- Top down strategy from institutional leadership
- Interface enabling the cooperation coordinated by Office of International Affairs
- Assuring interests of international partner(s)

Purpose of MOAs

- Codify value-added content of cooperation for secure and increased productivity
- Pre-existing activity is central for goal-oriented contractual codification
- Implementation of policies for international engagement

Background Driving Partnerships

- Institutional academic plan
- College-level academic implementation plan including international dimensions
- Guidance for academic agents to engage in purposeful international research and teaching
- Enabling and empowerment
- Appropriate incentive structure for all involved

Enabling MOAs

- “Let a hundred flowers bloom”
- Pick the most promising plants, nurture them to maturity, and harvest their fruits
- Resources must be accessible for most promising projects of broad diversity and compelling innovation

MOA Process

- Typically non-transparent to primary agents, i.e. faculty
- OIA enables faculty to take the lead
 - Defining framework
 - Publishing conditions and documentation
 - Providing templates and support documents
 - Guiding development process
 - Being accessible, accommodating, and timely
 - Working with relevant campus units

OIA and the MOA Process

- Centrally controlled process
- Assure purpose, appropriateness, compliance
- Interface for faculty and institution
- Personal touch and web presence
- Meet with interested parties to establish purpose and relevance right from beginning
- Establish office as go-to place
- Represent all stakeholders

Stakeholders

- Guidance
 - Academic Affairs
 - Office of Research
- Users
 - Scholars
 - Admissions, International Students and Scholars
 - Study Abroad
 - External Partners
- Control
 - Business and Finance, Human Resources office
 - Risk Management and Export Controls
 - Legal Affairs and taxation

Overview of MOA Process

- Step-by-step approach for guidance
- Use of administrative checklist
- Control of development in International Affairs
 - Directly steer signing (after Academic, Legal, Compliance, and Business checks)
 - Avoid receiving prematurely signed contracts from partners
- Internal log of ongoing negotiations and proposals
- Make all guiding documents available in ordered framework

Structure of MOA

- MOAs are explicit and self-contained
- Content elements
 - Purpose and intent
 - Goals and outcomes
 - Time line
 - Evaluation and assessment
 - Resources to achieve or surpass goals
 - Operatives (who is responsible for what)
- Main document plus more specific addenda

Layered Approach

- General level: institutional umbrella agreement
Not very specific, tying partners together
- Sector-specific sub-agreements (e.g. colleges, institutes directly or indirectly involved in sponsorship) assure appropriateness and compliance
- Specific activities as part of sub-agreement or as lower-level separate document
- Referencing upward to connect to umbrella MOA as proper licensing document

Templates

- Templates useful for most general level
- Two samples
 - Simplest
 - More detailed
 - Intellectual property rights
 - Legal background conditions
- More specific MOAs require formulation
 - Provide content element outline as guidance of minimal requirements

Signature Levels

- Signatures should be at corresponding levels of authorization
- Find properly authorized senior level leader to sign
(At Ohio State, Sr. VP B&F: required)
- President and provost should be involved the least possible
(a question of diplomatic needs usually controlled by partner)
- Signatures as high and as many as needed to guarantee resources and commitments
College or VP level typically with proper authorization
Department too low, not autonomous for budget, purpose
- As few signatures as possible to fully cover contractual terms

Portfolio management

- Collection and archiving
- Plan for execution of MOA terms
 - Involvement of academic units concerned
- Dissemination
 - Display with searchable internet-based archive
 - See e.g. UCOSMIC (University of Cincinnati)
<http://www.uc.edu/international/cosmic/>
- Renewal strategy
 - Alerting service
 - Evaluation criteria and implementation

External Dimensions

- Ethical, ecological, political appropriateness for a state university
 - Who is doing what with whom, and why?
 - Engagement with public or private entities in certain countries: Saudi Arabia, China, Pakistan, etc.

External Dimensions

- Protect senior leadership by
 - Evaluation of political/reputational risks
 - Limitation of president's and provost's involvement to avoid their unnecessary exposure

Documents

- Checklist
- Template of general MOA
 - Simple
 - Fuller
- Structure of OSU web page on MOAs

Administrative Processing Checklist and Routing Sheet

Purpose: Providing an instrument to facilitate the establishment of memorandum of agreement. The checklist details sequential steps for development and records approval at relevant levels. As each step is completed, the set of documents is forwarded to the next station by the unit indicated. This list informs each signatory of the previous approval of the document.

International institution >
(and academic unit)

OSU Academic Unit (AU) >

OSU unit contact information >
Name, Title, e-mail of initiating person

Office of International Affairs (OIA) contact information Joanna Kukielka -Blaser, MOA Manager
kukielka-blaser.1@osu.edu, 614-292-9999, 300 OX

Step	Process/Task to be completed by ->	Unit	AU contact (e-mail)	Date
1.	Initial contact with OIA	AU		
2.	Initial draft of MOA completed by Academic Unit (AU) and submitted to OIA for review	AU		
3.	Negotiation with international partner leading to bi-lateral approval of draft agreement	AU		
Step	Process/Task to be completed by ->	Unit	OIA contact (e-mail)	Date
4.	Review of documents by OIA including: • Final draft of MOA • Concept paper for MOA (including for mail acceptance by AU chair/director and dean • Translation and translation certification received (if applicable)	OIA		
5.	Review and approval by Office of Legal Affairs	OIA		
6.	a. Signature(s) of international partner(s) and documentation of highest approval authority from partner institution	OIA		
	b. Signature(s) of Ohio State initiating unit(s)	OIA		
	Signatures of OSU President and/or Provost (where appropriate)	OIA		
	Signature of OSU Business and Finance (required: approval authority vested in Sr. VP, B&F according to BOT resolution 99-141)			
7.	Finalized MOA filed with OIA and copies sent to OSU unit(s) and international partner(s)	OIA		
8.	MOA posted on OIA web site	OIA		

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International Agreements

Welcome

Internationalizing Ohio State's comprehensive range of activities in research, education, and outreach with a partnership formalized in an institutional Memorandum of Agreement (MOA) represents a premier contribution to Ohio State's strategic goals. The Office of International Affairs (OIA) partners with Ohio State academic units to develop and manage a [wide array of international collaborations](#), from general memoranda of agreement to more specific joint ventures to study abroad opportunities to [Student Exchange Agreements](#). We encourage you to explore the motivation, policies, and practices associated with collaborative agreements by reviewing these [guidelines](#) and instructions to help you develop an effective new or revised partnership agreement.

If you decide that you wish to pursue an institutional agreement for the benefit of your academic unit and college, you should find this section of our web site to be a good guide. In addition, we strongly suggest that you schedule an appointment with OIA's partnership specialist Joanna Kukielka-Blaser (kukielka-blaser.1@osu.edu, 614-292-9999) to discuss the best way to achieve your objectives and adhere to university guidelines and procedures.

Organization

Overview

Memoranda of Agreement

- Framework
- Templates
 - Simple
 - Detailed
- + Administrative Checklist

Student Exchange Agreements

- Policies
- Framework
- Template and Forms
 - SEA Agreement
 - OSU Host Institution Form
 - International Host Institution Form
 - Study Abroad Program Form
 - Study Abroad Program Information Sheet
- Administrative Checklist

Organization of Web Page

- See <http://oia.osu.edu>
International Agreements under **Quick Links**
- Welcome page with essential links to
 - MOAs
 - Policy > Templates > Checklist
 - SEAs
 - Policy > Framework > Template > Checklist
 - ISS documentation and Study Abroad documentation
- Self-guiding for ease of application
- Office ready to help: single-person contacts



Office of International Affairs



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INTERNATIONAL
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