

UNT'S GUIDE TO ESTABLISHING AGREEMENTS/CONTRACTS WITH INTERNATIONAL OBJECTIVES

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I. Overview of Agreements/Contracts

a. Overview

“Contracts are an essential element of much of the business that takes place at the System and its Campuses. All contracts must comply with State of Texas requirements, and adhere to the requirements of the Regents Rules and the applicable policies of the System and Campuses. Key among these requirements is that all contracts must be: (a) in the name of the System or a Campus (not in the name of a department or an individual); (b) in writing; (c) reviewed for legal sufficiency by the OGC (unless otherwise exempt); and (d) signed by an individual with appropriate authority. In addition to requiring review by the OGC, contracts may also require review by the purchasing department and/or the sponsored research/grants office. This Contract Management Handbook will address each of the contract requirements and provide assistance with drafting or reviewing your contract, routing it, and administering it.” (Reference: [UNT System Contract Management Handbook](#))

b. Basic Definition of Agreements/Contracts

“A contract is any form of agreement between two or more parties who intend to be legally bound. At a basic level, the terms of a contract state the parties' agreement, setting forth what the parties have agreed to exchange. Goods or services will often be purchased for payment of money. Educational institutions enter into a number of additional types of contracts, such as internship and affiliation agreements, in which money may not be paid but in which different institutions exchange obligations.” (Reference: [UNT System Contract Management Handbook](#))

c. Contracting Parties

“Contracting parties may be an individual, business, organization, government agency, university, or any other legal entity. The System is an agency of the State of Texas, and can enter into contracts, as can UNT, UNTHSC, and UNTD. Campus colleges, departments, divisions, centers, and institutes cannot be party to a contract, as they are not individual legal entities. Instead, the System, UNT, UNTHSC, or UNTD must enter into contracts on behalf of their respective departments.” (Reference: [UNT System Contract Management Handbook](#))

d. Need for Agreements/Contracts

For UNT's purposes, an agreement/contract is *required* when the collaborative activities involve issues, such as: (a) THECB requirements, (b) SACSCOC requirements, (c) UNT policy and procedures, (d) state and/or federal regulations, (e) immigration regulations, (f) financial/resource exchanges, (g) IP and/or export control laws, (h) tax implications, (i) UNT study abroad programs in which UNT students earn credit at an institution abroad and transfer the credit to the UNT degree, (j) collaborative academic programs, and/or (k) other considerations. In addition to collaborative activities that require an agreement/contract, it may also be beneficial for UNT and the other university/institution to enter into an agreement/contract to provide a framework for exploring and establishing collaborative activities.

e. Types of Agreements/Contracts

There are standard types of agreements/contracts that UNT enters into with universities/institutions. The types of agreements/contracts are included below.

1. **Letter of Intent:** A Letter of Intent (LOI) is a statement indicating UNT's intent to explore areas of potential collaboration with the other institution over a short period of time not to exceed one-year. LOIs signal both institutions' commitment to exploring opportunities for potential collaborative activities that may be set forth in a separate agreement. LOIs are appropriate when UNT is first establishing a relationship with the other institution and/or in the early stages of exploring potential areas of collaboration.

2. **Memorandum of Agreement:** A Memorandum of Agreement (MOA) is a general agreement between UNT and the other institution that provides a framework for collaboration. MOAs identify areas of potential collaborative activities. Specific collaborative activities may be set forth in a separate agreement. MOAs are appropriate once a relationship is established with the other institution and the institutions are developing collaborative activities. Memorandum of Understanding, Cooperative Agreement, and other terms are sometimes used in reference to a general agreement.
3. **Reciprocal Student Exchange Agreement (Study Abroad):** A Reciprocal Student Exchange Agreement is an agreement between UNT and a university abroad to establish a student exchange program. UNT students enroll and earn academic credit at the university abroad, transfer the academic credit hours to the UNT degree, and pay UNT tuition and fees while students from the other university enroll and earn academic credit at UNT, transfer the UNT academic credit hours to their university's degree, and pay their university's tuition and fees. Reciprocal Student Exchange Agreements are subject to approval by the UNT Study Abroad Office, subject to SACSCOC and THECB policies (including, but not limited to reciprocity), and require completion of the UNT's Course Articulation Site Evaluation forms before entering into the agreement.
4. **One-way/Affiliate Agreement (Study Abroad):** A One-way/Affiliate Agreement allows UNT students to direct enroll at an institution abroad where they earn academic credit and transfer the academic credit hours to the UNT degree. UNT students are charged and pay the institution's tuition and fees. One-way/Affiliate Agreements are subject to approval by the UNT Study Abroad Office, subject to SACSCOC and THECB policies, and require completion of UNT's Course Articulation and Site Evaluation forms before entering into the agreement.
5. **Collaborative Academic Agreement:** A Collaborative Academic Agreement is an agreement between UNT and another institution abroad that enables students to pursue a degree at UNT. A Collaborative Academic Agreement is subject to UNT policy and procedures as well as THECB and SACSCOC requirements. These agreements generally require curriculum mapping, course articulation, and additional information required by UNT.
 - **Undergraduate Transfer/Articulation Agreement:** An Undergraduate Transfer/Articulation Agreement (e.g. 1+3, 2+2, etc.) enables international students to transfer to UNT as undergraduate degree seeking students. UNT policy along with THECB and SACSCOC requirements determine the courses and number of academic credit hours that may transfer into the UNT degree plan. Students who successfully complete UNT's degree program requirements will receive a UNT bachelor's degree conferred by UNT.
 - **Graduate Transfer/Articulation Agreement:** A Graduate Transfer/Articulation Agreement (1+1) enables students to transfer to UNT as master-level degree seeking students. UNT policy along with THECB and SACSCOC requirements determine the courses and number of academic credit hours that may transfer into the UNT degree plan. Students who successfully complete UNT's degree program requirements will receive a UNT master's degree conferred by UNT.
 - **Graduate 3+X Program Agreement:** A Graduate 3+X Program Agreement enables students to complete an accelerated master's degree program at UNT. Students receive a bachelor's degree conferred by the institution abroad and a UNT master's degree conferred by UNT. This program is subject to UNT policy along with THECB and SACSCOC requirements.
 - **Dual/Joint Degree Agreement:** Dual/Joint Degrees are complex agreements and subject to the SACSCOC Agreements Involving Joint and Dual Academic Awards policy, THECB requirements, and UNT policy and procedure.
6. **Project Specific/Other Collaborations:** UNT can develop agreements/contracts to align with different collaborative activities and programs that have been approved by UNT.

II. Agreement/Contract Process

a. Overview of the Process

The process to establish an agreement/contract involves several phases.

Phase I: Planning and Proposal Development

- **Pre-Agreement/Contract Planning:** The UNT Initiator should utilize the benchmark questions provided in this guide, develop the anticipated measurable outcomes, and identify any compliance issues. The UNT Initiator should also seek initial approval from their Dean and Department Chair before beginning discussions with the partner. It is recommended that the UNT Initiator schedule a meeting with Dr. Amanda Bennett, UNT's Director of Global Partnerships and Engagement, to discuss the proposed collaboration and agreement.
- **UNT International Agreement Proposal Form:** The UNT Initiator will complete and submit the signed UNT International Agreement Proposal Form that includes approval signatures from their Dean and Department Chair.
 - **NOTE:** The UNT Initiator requesting a **Collaborative Academic Agreement** is required to meet with Dr. Amanda Bennett, UNT's Director of Global Partnerships and Engagement, prior to routing the UNT International Agreement Proposal Form for approval signatures.
- **Proposal Review and Approval:** UNT's Office of Global Engagement will review the proposal and may request a meeting and/or additional information from the UNT Initiator. Depending on the type of collaborative activity, UNT's Office of Global Engagement may seek feedback from UNT stakeholders as part of the approval process.

Phase II: Developing the Agreement/Contract

- **Drafting the Agreement/Contract:** UNT's Office of Global Engagement will use an existing UNT agreement/contract template that has been approved by the UNT System Office of General Counsel (UNTS OGC), develop a new agreement/contract based on the specific collaborative activities, or modify the other university/institution's agreement/contract. While UNT will review and modify the other university/institution's agreement/contract, it is UNT's preference to use UNT templates.
- **UNT Feedback:** UNT's Office of Global Engagement will share the draft agreement with the UNT Initiator for review and feedback.
- **Other University/Institution's Review and Approval:** UNT's Office of Global Engagement will email the other university/institution the draft agreement/contract for their review and approval. The other university/institution may request revisions to the agreement/contract. UNT's Office of Global Engagement will work with the other university/institution to negotiate the agreement/contract and seek the other university/institution's approval.
- **UNT System Office of General Counsel's Review and Approval:** UNT's Office of Global Engagement will provide the UNTS OGC with the agreement/contract for their review and approval (as required). There may be an iterative process between both institutions in terms of approving the agreement/contract. UNT's Office of Global Engagement oversees the process for seeking approval from the other university/institution and the UNTS OGC.

Phase III: Executing the Agreement/Contract

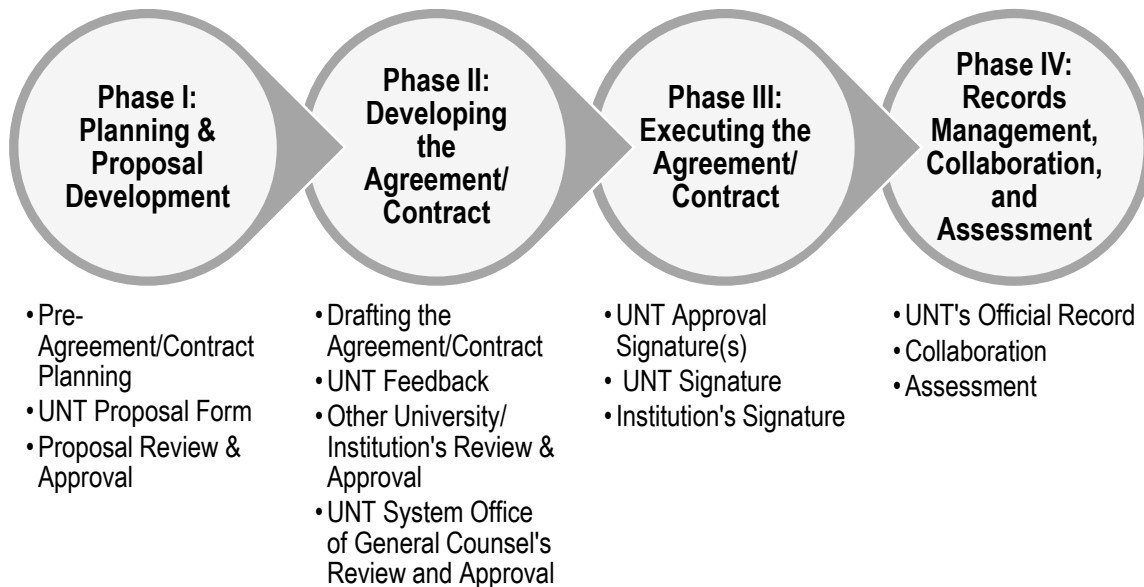
- **UNT Approval Signature(s):** UNT's Office of Global Engagement will route copies of the agreement/contract to the UNT Initiator's Dean for approval signature. If necessary, the agreement/contract will be routed to other UNT academic units/offices. The agreement will be emailed for digital signature or two (2) paper copies will be provided for ink signature, depending on the request of the other university/institution.

- **UNT Signature:** UNT’s Office of Global Engagement will route the agreement/contract to the UNT Provost and Vice President for Academic Affairs for signature. The UNT President and UNT Provost and Vice President for Academic Affairs have delegated authority to sign agreements/contracts involving international objectives. UNT administrators, faculty, staff, and students do not have delegated authority and cannot sign an agreement/contract on behalf of UNT.
- **Other University/Institution’s Signature:** UNT’s Office of Global Engagement will email a PDF copy or mail original copies of the agreement/contract to the other university/institution for their signature. Once signed, the other university/institution emails/-mails UNT’s Office of Global Engagement a copy of the agreement.
- **Note:** If the other university/institution signs the agreement/contract first, the process remains the same in terms of routing the agreement/contract for signature at UNT. UNT’s Office of Global Engagement provides the other university/institution a copy of the executed agreement.

Phase IV: Records Management, Collaboration, and Assessment

- **UNT’s Official Record:** UNT’s Office of Global Engagement is responsible for maintaining UNT’s official record of the agreement/contract. UNT’s Office of Global Engagement provides a PDF version of the agreement/contract to the UNT Initiator and their Dean and Department Chair. UNT maintains an electronic copy in the UNT database for agreements/contracts involving international objectives.
- **Collaboration:** The UNT Initiator is responsible for maintaining the institutional relationship with the other university/institution and implementing and assessing the collaborative activities.
- **Assessment:** UNT’s Office of Global Engagement will request assessments from the UNT Initiator about the status of the collaborative activities and outcomes.

b. Workflow of the Process



c. Timeline

The timeline varies based on the agreement/contract type and the other university/institution’s internal processes and requirements. An estimated timeline includes:

- Letter of Intent: one (1) month
- Memorandum of Agreement: one (1) to three (3) months
- Other types of agreements: one (1) to three (3) months or longer

III. Pre-Agreement/Contract Planning

a. Benchmark Questions

There are several issues that should be considered prior to UNT discussing collaborations with the other university/institution.

1. Reputation and Ranking

- **Accreditation:** Is the institution and/or their academic program(s) accredited? If yes, which entities accredit the institution and/or their academic program(s)?
- **Ranking:** Is the institution and/or their academic programs globally ranked (e.g. U.S. News & World Report Best Global Universities Rankings, QS World University Rankings, Times Higher Education World University Rankings, etc.) or regionally/nationally ranked (e.g. U.S. News & World Report Country Ranking, QS Regional University Rankings, Times Higher Education Regional Rankings, etc.)?
- **Reputation:** Is the institution ranked within its home country and/or have a good reputation within its home country or globally? What existing collaborative activities does the institution have with U.S. universities or other universities around the world and which universities?
- **Overall Fit:** How will the institution elevate UNT's global ranking and reputation?

2. Research and/or Academics

- **Program Value:** How do the institution's academic and/or research programs complement and add value to UNT's academic and/or research programs?
- **Faculty and/or Student Experience:** How do the collaborative activities with the institution enhance the academic and/or research experience of UNT faculty and/or students?
- **Program Alignment:** What is the current level of UNT faculty and/or student interest in the collaborative activities with the institution? Is the level of interest sufficient to sustain the collaborative activities?
- **Overall Fit:** How will the collaborative activities with the institution advance UNT's academic and/or research programs, contribute to faculty excellence, and provide students with global competencies to excel in their academic and professional careers?

3. Revenue and/or Return-on-Investment

- **Revenue:** How do the collaborative activities with the institution lead to increased revenue for UNT?
- **Return-on-Investment:** What is the expected Return-on-Investment to UNT for collaborating with this institution?
- **Sustainability:** How will UNT sustain the collaborative activities over the duration of the agreement/contract? What is UNT's plan for expanding the collaborative activities with the institution? What are the mutual benefits for UNT and for the institution?
- **Overall Fit:** How will the collaborative activities with the institution contribute to revenue and/or a Return-on-Investment and ensure sustainability?

b. Anticipated Measurable Outcomes

During discussions with the other university/institution about the collaboration, the UNT Initiator and the other university/institution should develop a list of potential collaborative activities and anticipated measurable outcomes that may result from the agreement/contract. A plan for ensuring that the measurable outcomes are reached should also be developed.

c. Compliance Issues

When developing collaborative activities with another institution, UNT should consider any types of compliance issues, such as: (a) THECB requirements, (b) SACSCOC requirements, (c) UNT policy and procedures, (d) state and/or federal regulations, (e) immigration regulations, (f) financial/resource exchanges, (g) IP and/or export control laws, (h) tax implications, (i) credit transfer, and/or (j) other considerations.

UNT's Office of Global Engagement collaborates with the UNT Initiator and appropriate UNT stakeholders to review potential compliance issues prior to UNT entering into agreement/contract negotiations with the other university/institution.

IV. Approvals, Signature Authority, and Contract Language

a. Approvals

The other university/institution must review and approve the agreement/contract per their institutional policy and standard operating procedures. The UNT System Office of General Counsel must review and approve the agreement/contract (as required) prior to either party signing the agreement/contract.

b. Signature Authority

The UNT President and UNT Provost and Vice President for Academic Affairs have delegated authority to sign agreements/contracts involving international objectives. Generally, the UNT Provost and Vice President for Academic Affairs signs the agreement/contract. UNT administrators, faculty, and staff do not have delegated authority and cannot sign an agreement/contract on behalf of UNT.

The signature authority of other universities/institutions varies by institution to institution. It is the responsibility of the other university/institution to identify the person who has authority to sign the agreement/contract on behalf of their university/institution.

c. Contract Language

UNT's preference is to execute agreements/contracts in English-only. In the event that the other university/institution requires a non-English version of the agreement, then UNT will accept the following:

- Signed version of the agreement/contract with the contract language in English and an unsigned non-controlling translation of the agreement/contract
- Signed version of the agreement/contract with the contract language in English and non-English that states that the English version of the agreement/contract is the prevailing version.

V. Responsibilities of the UNT Initiator

a. Collaboration with the Other University/Institution

The UNT Initiator serves as the university's primary contact with and the other university/institution to develop, implement, manage, and assess the collaborative activities.

b. UNT International Agreement Proposal Form

The UNT Initiator is responsible for completing the UNT International Agreement Proposal Form, obtaining required approval signatures, and submitting the form to UNT's Office of Global Engagement. The UNT Initiator may be asked to submit additional information about the proposed collaborative activities during the proposal process.

c. Reporting and Assessment

The UNT Initiator is responsible for managing the collaborative activities with the other university/institution and assessing the status of the agreement/contract in terms of the anticipated measurable outcomes. The UNT Initiator is required to submit an assessment when the agreement/contract reaches its term limits and may be required to submit an annual assessment and/or additional information related to UNT Accreditation and other reporting requirements. UNT's Office of Global Engagement will contact the UNT Initiator to request assessments and/or additional information.

VI. Responsibilities of UNT's Office of Global Engagement

a. Manages the agreement/contract process

The Office of Global Engagement manages UNT's process for establishing agreements/contracts with international objectives. As such, the Office of Global Engagement advises the UNT Initiator and their college and department on the collaborative activities and appropriate program model; drafts the agreement/contract; negotiates the terms of the agreement/contract with the other university/institution; ensures UNT System Office of General Counsel review and approval of the agreement/contract (as required); routes the agreement/contract for signature at UNT; emails/mailed copies of the agreement/contract to the other university/institution for signature; maintains UNT's official record of the agreement/contract; and collects assessment information about the collaboration.

b. Advises on the development of collaborative activities

The Office of Global Engagement advises with the UNT Initiator and their college and department on developing and managing the collaborative activities, appropriate program models, and the development of agreements/contracts. When necessary, the Office of Global Engagement collaborates with appropriate UNT stakeholders to discuss specific collaborative activities and program models and to address compliance-related issues.

c. Liaises with the Other University/Institution

The Office of Global Engagement serves as the university liaison with the other university/institution during the agreement/contract process, including negotiations, approvals, and signatures. The Office of Global Engagement clarifies questions about the agreement/contract clauses and ensures both parties approve the terms of the agreement/contract prior to signature.

VII. Contact Information

Inquiries about UNT's agreements/contracts involving international objectives or UNT's process for establishing agreements/contracts involving international objectives may be directed to:

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