



INTERNATIONAL LINKAGES POLICY

1. Purpose

This policy is designed to establish a standardized and accountable framework for initiating, approving, managing, and reviewing all international partnerships at the Institute of Business Management (IoBM). Its goal is to ensure these linkages are strategically valuable, academically rigorous, financially sustainable, and effectively managed to maximize benefits for students, faculty, and the institution's global standing.

2. Scope

This policy shall apply to all formal international agreements involving IoBM, including but not limited to:

- 2.1 Student and faculty exchange programs
- 2.2 Short-term study and cultural tours
- 2.3 Collaborative research projects with shared funding or output
- 2.4 Memoranda of Understanding (MoUs) for general cooperation
- 2.5 Joint conferences, seminars, and workshops

3. Policy Statement

IoBM is committed to developing strategic international partnerships that align with its mission. All linkages must undergo a formal due diligence and approval process, be managed by the Internship, Placement & International Office (IPIO), and be regularly evaluated against clear performance metrics to ensure quality and impact.

4. Roles and Responsibilities

4.1.1 Internship, Placement & International Office (IPIO): Acts as the central coordinating body for all international partnerships.

4.1.2 Maintains the official repository of all active agreements.

4.1.3 Conducts initial vetting of potential partners.

4.1.4 Facilitates the agreement signing process.

4.1.5 Tracks partnership performance metrics.

4.1.6 Provides logistical support for inbound and outbound mobility.

4.2 Academic Departments/Deans/Other offices

4.2.1 Propose new partnership opportunities based on academic alignment.

4.2.2 Nominate students/faculty/officers for exchange programs.

4.2.3 Ensure transferred credits (if any) align with IoBM's academic standards/policy.

4.3 Office of Research, Innovation, and Commercialization (ORIC):

4.3.1 Facilitates and monitors international research collaborations.

4.3.2 Assists with grant applications for joint research initiatives.

4.4 The President/Vice President/Rector:

4.4.1 Provides final approval for all international agreements.

5. Procedures

5.1 Proposal and Diligence

- 5.1.1 Facilitates and monitors international research collaborations.
- 5.1.2 Assists with grant applications for joint research initiatives.
 - Academic ranking and reputation.
 - Accreditation status.
 - Strategic alignment with IoBM's goals.

5.2 Negotiation and Approval

- 5.2.1 A draft agreement shall be developed by the IPIO in consultation with the proposing academic unit and the Legal Office/dvisor.
- 5.2.2 The final agreement shall be approved by the relevant Dean/the Head of IPIO/the President

5.3 Implementation and Management

- 5.3.1 Each active partnership shall have a designated Linkage Coordinator from the relevant department and a primary contact at the partner institution.
- 5.3.2 The IPIO shall maintain a shared implementation plan for each partnership, outlining activities, timelines, and responsibilities.

5.4 Monitoring and Evaluation

- 5.4.1 The IPIO and the relevant department shall produce a brief report for each partnership.
- 5.4.2 Every year, a formal review shall be conducted. The review shall determine if the partnership is to be continued, revised, or terminated.

5.5 Renewal or Termination

- 5.5.1 Agreements expire on a set date. A renewal review shall be initiated by the IPIO 1-2 months prior to expiry.
- 5.5.2 Partnerships may be terminated prematurely if the review finds they have failed to meet minimum standards or key performance indicators (KPIs), which shall be decided at the time of establishing partnership by the parties.

6. Financial Provisions

All financial commitments shall be explicitly detailed in the partnership agreement/MoUs.

6.1 Student Exchange:

- 6.1.1 Students shall pay tuition to their home institution. Tuition fees are waived at the host institution.
- 6.1.2 IoBM shall provide free on-campus accommodation to incoming exchange students. The partner institution is expected to provide equivalent support for IoBM's outbound students.
- 6.1.3 Travel, visas, insurance, and living expenses shall be the responsibility of the participating student.

6.2 Faculty/Staff Exchange:

- 6.2.1 The sending institution shall cover international travel and insurance (or as agreed upon by the President)
- 6.2.2 The host institution shall cover local accommodation (or a stipend) and meals for the duration of the exchange.

6.3 Joint Programs/Research:

6.3.1 A separate, detailed budget shall be created and agreed upon for each joint degree program or research project, specifying cost-sharing arrangements, revenue sharing, and management fees.

6.3.2

7. Review of this Policy

This policy shall be reviewed every year by the IPIO in consultation with a committee comprising:

- 1) Rector (co-opted member)
- 2) All Deans (voting members)
- 3) Associate Deans/Two Faculty Representatives (co-opted members)
- 4) Head of IPIO or his/her nominee (convener and voting member)
- 5) Updates shall be presented to the President for final approval.

Appendix A: Partnership Proposal Form

Instructions: This form must be completed by the initiating Academic Department/Dean and submitted to the IPIO for consideration. Please provide as much detail as possible.

Section 1: Proposal Originator

Name: _____
Title/Role: _____
Department/Faculty: _____
Email: _____
Date of Submission: _____

Section 2: Proposed Partner Institution Details

Institution Name: _____
City, Country: _____
Institution Website: _____
Key Contact Person (if known):
 a. Name: _____
 b. Title: _____
 c. Email: _____

Section 3: Proposed Type of Collaboration *(Check all that apply)*

Memorandum of Understanding	<input type="checkbox"/>
Student Exchange (Semester/Year)	<input type="checkbox"/>
Faculty/Staff Exchange	<input type="checkbox"/>
Collaborative Research	<input type="checkbox"/>
Joint Conferences/Workshops	<input type="checkbox"/>
Study Tour / Cultural Program	<input type="checkbox"/>
Other (Please specify): _____	

Section 4: Strategic Rationale & Alignment

How does this partnership align with your department's and IoBM's strategic goals?

What specific academic benefits are anticipated for IoBM? (e.g., curriculum enhancement, research strength, faculty development)

What specific student benefits are anticipated? (e.g., new mobility opportunities, unique academic offerings, cultural exposure)

List the top 3 expected outcomes of this partnership

1. _____
2. _____
3. _____

Section 5: Resource Implications

Are there any anticipated costs for your department? ☐ Yes ☐ No

If yes, please estimate and describe potential funding sources: _____

Has there been a preliminary discussion with the partner institution? ☐ Yes ☐ No

If yes, please summarize their level of interest and key points discussed:

Proposer Declaration:

I confirm that the information provided is accurate and that this proposal has the support of the Department/Faculty leadership.

Signature: _____ **Date:** _____

Appendix B: Partner Evaluation Checklist

Instructions: To be completed by the IPIO during the due diligence phase. A minimum score of **20/35** is required for the partnership to proceed to the negotiation stage.

Category	Criteria	Score (1-5, 5=Excellent)	Notes & Evidence
Academic Standing (Max: 15)	National/Regional Ranking		<i>e.g., QS, THE, National Ranking</i>
	Subject-Specific Strength & Relevance		<i>Alignment with IoBM's academic programs</i>
	Accreditation Status		<i>Is it recognized by relevant national bodies?</i>
Financial & Operational Stability (Max: 10)	Financial Health / Stability		<i>Based on audits/public info, if available</i>
	Quality of International Office & Support Services		<i>Responsiveness, professionalism of communication</i>
Strategic Fit & Risk (Max: 10)	Alignment with IoBM's Strategic Plan		<i>Refer to institutional internationalization goals</i>
	Perceived Reputational Risk		<i>Any known controversies or issues?</i>
TOTAL SCORE			

Due Diligence Actions:

- Institution's official website reviewed. ☐ Yes ☐ No
- Accreditation status verified. ☐ Yes ☐ No
- Publicly available rankings noted. ☐ Yes ☐ No
- Initial communication with partner's international office established. ☐ Yes ☐ No
- Brief online search for any negative press or reputational issues ☐ Yes ☐ No

IRO Recommendation:

☐ **Approve** - Partner meets criteria. Proceed to negotiation.

☐ **Reject** - Partner does not meet minimum standards. Provide rationale.

☐ **Defer** - More information is required. (Specify): _____

Name of IPIO Officer: _____

Signature: _____ **Date:** _____

Appendix C: Standardized Agreement Templates

(Note: The following points are for guidance only; Agreements/MOU shall be developed in consultation with the Legal Office.)

C.1: Memorandum of Understanding (MoU) - Framework Agreement

Article 1: Preamble (Parties involved, shared vision)

Article 2: Areas of Cooperation (General list: faculty exchange, student exchange, research, etc.)

Article 3: Implementation (Specifies that specific activities require separate, detailed "Implementing Agreements")

Article 4: Financial Arrangements (States that each party covers its own costs unless otherwise agreed in an Implementing Agreement)

Article 5: Intellectual Property (Basic clause stating that IP belongs to its creator, with provisions for joint IP)

Article 6: Term and Termination (Standard 5-year term, with renewal process and termination clause with 60-day notice)

Article 7: Signatures

C.2: Student Exchange Agreement (Implementing Agreement)

- **Appendix C-specific details, plus:**
 - **Number of Exchange Places** (e.g., "up to 2 students per academic year")
 - **Tuition Waiver Clause** (Explicitly states tuition is waived at host institution)
 - **Accommodation Commitment** (Details the provision of free/discounted housing)
 - **Academic Credit Transfer** (Confirms credits will be transferred back to home institution)
 - **Selection Process & Eligibility Criteria**
 - **Application Deadlines and Procedures**
-

Appendix D: Partnership Annual Report Template

For the Academic Year: []

Partnership: IoBM & [Partner Institution Name]

Agreement Type: [e.g., MoU, Student Exchange]

Reporting Department/Faculty: []

1. Partnership Activity Summary

- 1.1 List all activities undertaken under this agreement in the past year:

Activity Type	Description	Date(s)	Number of IoBM Participants	Number of Partner Participants
	<i>e.g., Student Outbound Exchange</i>			
	<i>e.g., Faculty Inbound Guest Lecture</i>			
	<i>e.g., Joint Webinar</i>			

2. Progress Against KPIs

- 2.1 Report on the Key Performance Indicators for this partnership:

KPI	Target	Actual Performance This Year	Notes
Outbound Students			
Joint Publications			<i>e.g., "One manuscript in preparation."</i>
Joint Events			

3. Qualitative Assessment & Impact

- 3.1 Key Success Stories or Highlights: (e.g., positive student feedback, a successful research proposal submitted)

- 3.2 Challenges Encountered and Mitigation Steps: (e.g., low student interest, administrative delays)

4. Plans for the Coming Year

- 4.1 Proposed activities for the next academic year:

Prepared by (Linkage Coordinator): _____

Reviewed by (Head of Department/Dean): _____

Appendix E: Biennial Review and KPI Dashboard

Partnership: IoBM & -----

Review Period: [e.g., Academic Years-----, -----]

Date of Review: [-----]

Section 1: Quantitative KPI Scorecard

Key Performance Indicator (KPI)	Target	Actual Performance	Notes
Academic Collaboration			
Joint Research Publications			
Joint Grant Applications/Value	(Set by ORIC)		
Global Exposure			
Outbound Students (Total)			
Inbound Students (Total)			
Faculty/Staff Exchanges			
Institutional Reputation			
Partner Ranking (if applicable)			
Engagement			
Joint Seminars/Workshops			

Section 2: Qualitative Review

- **Strengths of the Partnership:**

Weaknesses / Areas for Improvement:

- **Feedback from Stakeholders:** (Summary of feedback from students, faculty, and partner institution)

Section 3: Overall Partnership Strength & Recommendation

Overall Partnership Strength Indicators

☐ Excellent
☐ Satisfactory
Green/Yellow)
☐ Needs
Improvement
☐
Unsatisfactory

Formal Recommendation:

☐ **RENEW** - Partnership is successful and should be renewed for another term.

☐ **RENEW WITH CONDITIONS** - Partnership shows promise but requires a specific action plan to address weaknesses. (*Specify conditions*): _____

☐ **PLACE ON PROBATION** - Partnership is underperforming. It will be reviewed again in one year with a clear expectation of improvement, or face termination.

☐ **TERMINATE** - Partnership is not meeting objectives and is not strategically aligned. Do not renew upon expiry.

Review Committee Sign-off:

- **IPIO Office:** _____
- **Academic Department Representative:** _____
- **Office of Research, Innovation & Commercialization (if applicable):** _____