Thank you for your interest in international education and student exchange! We look forward to working with you on the development of a new student exchange program. We have prepared this document to help you through the student exchange proposal process.

**Information about creating new international student exchanges**

**Where can I find a list of CU-Boulder's current exchange partners and other international affiliations?**

You can find these lists here: <https://www.colorado.edu/oie/internationalization-cu/international-partnerships> . From this web page, there is a link to all of CU-Boulder's international reciprocal agreements and there are links to our study abroad programs that are one-way arrangements (i.e. where CU-Boulder students go abroad, but no international students come here in their place.)

We encourage you to look at the list of CU-Boulder’s current agreements and study abroad programs to see what is already in place before proposing a new exchange affiliation. It may be that you can build on the existing arrangements and will not need to initiate a new one. Office of International Education (OIE) staff will be happy to help you develop linkages with our current partners.

**What exactly is a student exchange?**

Exchanges involve reciprocal agreements where CU-Boulder students study at to a host institution overseas and students from the host institution come here in exchange. From the point of view of CU-Boulder students, exchanges are a form of study abroad. However, they differ in a few ways from one-way study abroad programs.

 Some of the main benefits of a student exchange are:

* Our students are able to study at fine institutions abroad.
* We receive students from the host institution, thereby enriching our campus community.
* Exchanges are often fairly affordable for our students since they pay the equivalent of CU-Boulder tuition rather than the often higher fees charged for one-way study abroad programs.
* There is potential for linkages between the institutions in addition to the student exchange (i.e. visiting faculty, joint research).

Some of the challenges of a student exchange are:

* Because we are exchanging tuition (i.e. real dollars), we need to keep the exchanges in balance. This means we need to send as many students as we receive and vice versa. This can be difficult if the student demand for the exchange is more or less at CU-Boulder compared to the student demand for the exchange at the host university.
* If we are out-of-balance on an exchange, we will not be able to either send CU-Boulder students or receive incoming students (depending on the nature of the imbalance) until the imbalance is rectified. This is disappointing for the students involved.
* The Office of International Education must pay for the incoming exchange students’ tuition and required fees with real dollars. These funds are collected from the outgoing exchange students. When an exchange is out of balance, this can cause a serious financial liability for OIE as we must either pay tuition with money we haven’t yet collected or pay tuition in a future year (at a higher cost than what we collected in a previous year).
* The administrative and staff costs for managing exchange programs is quite high, so the best exchanges are those that serve large numbers of students in order to take advantage of economies of scale.
* Some partner institutions overseas provide little support for incoming exchange students, so students who participate on these exchanges must be able to navigate the new university system on their own and have very advanced skills in the language of the country.

**Who oversees student exchanges at CU-Boulder?**

The Office of International Education (OIE) manages student exchanges at CU-Boulder. OIE staff have years of experience in the establishment and management of exchanges. One of their responsibilities is to help schools/colleges and departments establish successful international relationships.

We also ask that a faculty member be designated as advocate and liaison for each newly proposed exchange program. This allows us to insure that there is support in at least one academic department for the exchange and someone upon whom we can call for advice on various aspects of the program (e.g. CU-Boulder student recruitment, advice on academic matters). If the program is not able to attract CU-Boulder students or if there are concerns with the academic offerings, the faculty member may be able to provide valuable support and advice to OIE.

**Who may propose a new student exchange?**

New CU-Boulder student exchanges must be proposed by CU-Boulder faculty, academic departments, or schools/colleges, or in some cases, by the Office of International Education. We cannot accept proposals from individuals who are not affiliated with CU-Boulder or from students. If non-CU-Boulder individuals or CU-Boulder students would like to see a new exchange initiated, they should contact appropriate academic entities at CU-Boulder to explore whether any of those entities would be interested in submitting a proposal.

**How are student exchanges funded?**

CU-Boulder students who study abroad on an exchange pay tuition (and required fees) that go into an account in the Office of International Education. Those funds are then used to pay the tuition (and fees) for an incoming student from the same exchange program. All of this works best, of course, if we have the same number of incoming and outgoing students in the same semester. Because this is not always the case, we might be out-of-balance at any particular time, but work to bring each exchange into balance over a three-year period.

The Office of International Education does not receive any funds to pay for exchange tuition and fees beyond that collected from the outgoing students and therefore assumes a large financial liability with any exchange program. If an exchange cannot be balanced over a period of three years, it will be considered for cancellation. The financial liability to maintain it beyond this point might be too much for OIE to bear. Considering this, all potential new exchanges will be evaluated regarding the potential of the exchange to attract students in equal balance from the host institution and from CU-Boulder.

**How does one start the process for establishing a new student exchange?**

If you are interested in proposing a new student exchange program, we encourage you to first discuss your ideas with the following International Education staff:

* Mary Dando, the Director of Education Abroad (who manages the study abroad programming for the outgoing students) (Mary.Dando@colorado.edu, 2-2975)
* Diana Salazar, the Director of International Student and Scholar Services (who manages the admission of exchange students and advising and programming for incoming students) (Diana.Salazar@Colorado.edu)
* Cloud Baffour, Exchange Program Manager (baffour@colorado.edu)

We would be happy to set up a meeting with all of these people. Cloud is the point person for exchange agreements, so please contact her and she will coordinate things with you.

At this stage, you should also run your ideas by your own department chair and/or dean. That person will eventually need to provide a letter of support for the proposed exchange.

**Who approves new student exchanges?**

1. Proposals are first reviewed by OIE staff (who can provide advice and some assistance with the proposal preparation). After receiving the written proposal, OIE does due diligence to research the implications of the exchange on the incoming and outgoing students, OIE, and the CU-Boulder campus and they evaluate the potential success of the exchange. This process takes about a month.
2. When the proposal is ready for formal review, it is evaluated by the Education Abroad Committee. The Committee is comprised of faculty appointed by the Deans of the Colleges and Schools, and it governs all the academic programs abroad offered by the Office of International Education. OIE will submit the proposal to the Education Abroad Committee on your behalf. You may be invited to a committee meeting to answer questions about your proposal.
3. If the program is approved by the Education Abroad Committee, OIE staff will draw up a written exchange agreement. OIE staff work with the appropriate representatives at the partner university to make sure we have an agreement that both sides can sign. The final agreement is subject to review and approval by the CU Office of the University Counsel.
4. Finally, the CU-Boulder Chancellor (or the Provost, in the Chancellor's absence), and the designated authority at the host institution, sign the agreement.

**How long does it take to establish a new student exchange?**

Because new exchanges must undergo a vetting process at CU-Boulder and then are subject to complex inter-institutional negotiations that cover academic, financial, and administrative details, the timeline for the establishment of a university-wide agreement for the exchange of students can be lengthy. It is best to allow at least an academic year to go through the whole process.  Legal, risk management, academic, and administrative reviews are each time-consuming steps, but these careful reviews help to ensure a successful exchange in the end.

**How does one propose a new student exchange?**

**Where can one find the proposal form?**

Proposals must be submitted to OIE. OIE will then schedule a review of the proposal by the Education Abroad Committee. As part of the proposal process, you will be asked to provide at least two letters of support (including one from your department chair and/or dean). These letters should show strong institutional support for the proposed exchange. Your academic unit must also designate an advocate and liaison for the proposed exchange program.

You can find the proposal form here: <https://www.colorado.edu/oie/internationalization-cu/how-establish-new-affiliation-or-exchange#Exchange>

OIE staff are available to help you research the answers to questions on the proposal form and to clarify the intent of the questions. Please don't hesitate to ask us for assistance.

**If the exchange is approved by the Education Abroad Committee, what happens next?**

OIE negotiates the exchange agreement with the host institution. University Counsel has approved a template that we use as a starting point. You can view a copy of that template here: <http://www.colorado.edu/oie/international-partnerships/new-affiliation>. Sometimes these agreements can be negotiated quite quickly; other times they take quite a while. We may not promote the program or recruit students until we have an agreement that has been signed by both institutions (by the Chancellor, in our case). OIE will keep you informed of the process.

In the meantime, an education abroad program manager will be assigned to the program and will be responsible for coordinating the recruitment, advising, selection, and preparation of the outgoing students. The program manager also works with the selected students through their experience abroad and after their return. The program manager will contact you to find out how you would like to be involved in these processes.

[See next page for the **Proposed New Student Exchange Checklist and Tracking Form**.]

**Name of proposed student exchange partner:**

**City and country of proposed host institution:**

**Name of person proposing exchange:**

**CU-Boulder department affiliation of person proposing exchange:**

**Contact info for person proposing the exchange:**

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| Step | Task or Approval | Responsible People | Date Completed |
| 1 | Meet with the following OIE staff (or their designated representatives):* Mary Dando, the Director of Education Abroad Programs (Mary.Dando@colorado.edu, 2-2975)
* Diana Salazar, the Director of International Student and Scholar Services (Diana.Salazar@Colorado.edu)
* Cloud Baffour, Exchange Program Manager (baffour@colorado.edu)
 | Person interested in proposing a new exchange and the relevant OIE staff |  |
| 2 | Draft exchange proposal (working with OIE as necessary) | Person interested in proposing new exchange |  |
| 3 | Submit final proposal to OIE, along with letters of support | Proposer |  |
| 4 | OIE does due diligence and investigates the possible exchange (need at least 30 days for this) | OIE  |  |
| 5 | Complete the OIE feedback form about the potential new exchange | OIE |  |
| 6 | Submit proposal to the Education Abroad Committee for review | Director of Education Abroad  |  |
| 7 | Education Abroad Committee makes a decision about whether to approve the exchange or not | Education Abroad Committee |  |
| If program is approved: |
| 8 | a | OIE works with host university to develop a written exchange agreement between partners | OIE  |  |
| 8 | b | Assign an Education abroad program manager who begins to set up the program for student participation | Director of Education Abroad  |  |
| 9 | a | Written agreement is signed by international partner | International Exchange Partner Institution |  |
| 9 | b | Written agreement is approved by CU Legal Counsel | CU Legal Counsel |  |
| 9 | c | Written agreement is signed by CU-Boulder Chancellor | CU-Boulder Chancellor |  |
| 10 | Education Abroad activates & announces the new program for student applications  | Educations Abroad Programs |  |