



The International Office

Guidelines on International Partnerships and Agreements for Academic Units

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General

In the world of increasing globalization of universities, the Hebrew University of Jerusalem (HUJI) for many years has been continuously investing in developing meaningful partnerships worldwide to promote academic collaboration in teaching and research. The Hebrew University cultivates numerous types of partnerships with academic and research institutions around the world.

Please see our [website](#) for a list of partner universities.

In general, the Hebrew University International Office encourages faculty and department level cooperation, based on mutual academic interests, engagement and cooperation, as an effective and meaningful mode of building international cooperation.

The HUJI International Office (HUJI IO) strives to assist and support HUJI academic units in creating international partnerships and establishing appropriate formal frameworks and agreements for the creation and support of joint activity.

Partnerships are formalized by the various types of agreements. HUJI has numerous international agreements with universities, educational and research institutions around the world. Agreements create access for HUJI students and faculty to study, conduct research, or teach in other countries. There are many different types of projects which can be included in international agreements to meet the parties' unique needs and interests. See Annex 1: Types of Agreements.

This webpage provides further information and resources on establishing partnerships, types of agreements and the HUJI internal procedures.

Guidelines on Establishing an Inter-Institutional Partnership

In general, establishing faculty/department level agreements, is a mechanism for development of joint academic activity with international partners, and ultimately a means to promoting academic excellence, boosting the international academic profile and standing of the faculty/department and perhaps even generating income.

Step 1: How to Select a Partner

In general, when establishing a new collaboration/partnership, academic units are requested that institutionalized collaborations should be with institutions of good academic standing. However, it is not intended to inhibit departments working with recognized excellence at departmental level in an overseas institution that is not overall highly recognized.

When considering initiating an academic partnership with an international partner, academic units are requested to consider the following general criteria:

- Academic excellence and standing
- Academic and research relevance/interest
- Existing contact/s between the potential partner institution and HUJI (type, intensity, overall collaboration experience so far etc.). Please ask the IO for information.
- Geographical locations - is it an attractive location for mobility (if considering an exchange agreement)? Fundraising potential/HUJI Friends etc.

Step 2: How to Establish an Agreement

After careful consideration of the prospective collaboration and based on a mutual decision and commitment to create a partnership, the next step is usually to establish a formal framework for the activity via an agreement.

HUJI IO helps with the design, creation, execution, and implementation of international collaboration agreements. Our templates for the main types of agreements can be used when initiating an agreement, though partners often prefer to use their own templates.

All agreements require the review and approval of the HUJI IO Agreement Committee before signing, to ensure that they adhere to HUJI policies.

Draft agreements should be sent to the Agreement Committee Coordinator, Ms. Ayala Feinmesser-Mizrahi, Email: ayalafm@savion.huji.ac.il

Step 3: Agreement Committee Approval

In general, the HUJI IO is responsible for the overall management of the institutional portfolio of agreements and their implementation in collaboration with the relevant academic unit. The establishment and review process of all types of agreements is coordinated by the Agreement Committee under the leadership of the Vice President for International Affairs, who is responsible for the formal institutional oversight of agreements, and the Administrative Committee Coordinator, Ms. Ayala Feinmesser-Mizrahi.

The Agreement Committee reviews all potential agreements and approves them for official signing so as to ensure that they are in accordance with the HUJI guidelines and objectives.

The committee convenes mostly on a weekly basis to review agreements that are submitted by units.

As part of the reviewing process, the committee takes into consideration a number of aspects such as the degree of relevance to the overall international strategic plan of the university, the academic excellence and standing of the prospective partner, past and future collaborations, geographical location, potential for fundraising etc.

In addition to the initial review and approval of the legal aspects by the Legal office, the committee coordinates further administrative aspects concerning the management of the agreement, including administering the signing of the agreements, implementation and renewal process.

Sources of Advice on Different Types of International Collaborations

Prior to initiating any international partnership or agreement, faculties and departments must contact the following for review and approval, as appropriate:

- **HUJI International Office** (status of institutions, student exchanges, MOUs, marketing of programs, recruitment of students, legal matters, fees, scholarships, administrative handling of incoming international visiting

- researchers); Jane Turner, Head, International Office, Email: janet@savion.huji.ac.il, Ayala Feinmesser-Mizrahi, Coordinator of Agreement Committee, Email: ayalafm@savion.huji.ac.il
- **Rothberg International School** (Study Abroad, administrative handling of incoming exchange/full time international students); Rothberg International School, Email: tobyg@savion.huji.ac.il
 - **The Authority for Research and Development** (researcher level specific agreements, e.g: research related grants, research collaborations, material transfer, data transfer, intellectual property related) as detailed below:
 - For research grants funded by the European Union: European Union Desk. Ms. Keren Sagi, Coordinator. Tel. 972-2-6586676. E-mail: kerensa@savion.huji.ac.il
 - For any international research grants funded by an international funding body (excluding the European Union) or Bi-national research grants: International Desk. Ms. Maya Sherman, Coordinator. Tel. 972-2-6586638. mayash@savion.huji.ac.il
 - For research funded by an Israeli funding body: Israel Desk. Ms. Daniela Pascal, Coordinator. Tel. 972-2-6586637 danielap@savion.huji.ac.il
 - For any other type of research related agreements, including material transfer agreements, data transfer agreements, intellectual property related agreements, collaboration agreement not related to a specific grant or general inquires: Intellectual Property & Technology Coordinator, Gustavo Fuchs. Tel. 972-2-6584238. E-mail: gustavof@savion.huji.ac.il and Research Agreements Coordinator Ms. Ayelet Sagiv. Tel. 972-2-6586616. E-mail: ayelets@savion.huji.ac.il;
 - **Yissum** (agreements with commercial/business partners); Contact the Business Development VPs in accordance with the field of the agreement – see [Yissum](#)
 - **Authority for Research Students** (joint PhD proposals). Ms. Neta Weiss Email: netaz@savion.huji.ac.il

Annex 1: Types of Agreements

Memorandum of Understanding (MOU)

A general MOU is a positive statement of interest initiated between HUJI and other Institutions at the institutional level, or between academic units at HUJI and at other institutions or between HUJI researchers and non-HUJI researchers, to explore strategic partnership activities together. An MOU does not express a binding commitment to any specific activity, but rather a serious intention to explore mutually identified interests.

MOU's are usually not encouraged unless there is a clear intent to implement a research program, an actual project of exchange and/or other academic activities in the near future, where the execution of the MOU will foster that action. An MOU that contemplates the prospect of student and faculty teaching exchange must be supported by the faculty(s) interested in exploring this activity. The faculty(s) requesting the MOU will identify the HUJI faculty member who will take the lead to promote future activities between the two institutions.

1. University Level MOU

A university level agreement is:

- Built upon substantial and well-established links at the faculty or department level (at least two established links that are seen to be operating effectively);
 - A formal agreement signed by two legal authorized signatories, usually President, Rector or the Vice-President for International Affairs.
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2. Academic Unit Level MOU

A faculty/department level agreement with an international partner faculty/department can arise initially from individual staff contacts, e.g. through a research project/shared teaching interests.

In considering the possibility of formalizing such links through an agreement, academic units shall note the following:

- Does a link already exist with the proposed partner? Advice can be obtained from the HUJI IO.
- Are the objectives of the agreement clear?

- Is the agreement sustainable?
- Are any costs likely to be incurred by HUJI?
- How will this agreement be monitored at the academic unit level?

The potential benefits to HUJI and the relevant academic unit should be clearly identified, for example:

- Strengthening a research partnership;
- Increasing research outputs;
- Impact on student recruitment;
- Increased income;
- Increased academic exchange;
- Raising awareness of the HUJI brand.

If the academic unit wishes to proceed with creating a formal collaborative agreement (MoU):

- The agreement (MoU) should preferably be drafted using the HUJI templates for guidance;
- All proposals must have the name of a HUJI contact and a named contact in the partner organization;
- If a funding agency is involved, this should be clearly indicated in the agreement and any financial terms should be stated. Appropriate advice on issues such as ownership of IPR should be taken early in the process;
- The agreement should have a fixed review date, provision for amendment by mutual agreement and provision for termination on notice;
- Clauses on confidentiality of data should be included if necessary, i.e. in areas such as biomedicine;
- Departments/faculties should be aware that no scheme for fee remission (scholarship) can be included without the explicit agreement of the Vice President for International Affairs;
- Departments and faculties should be conscious of reputational risk when considering overseas collaborations;
- Agreements should contain brand protection clauses;
- Due care should be taken of any ethical aspects/implications of the agreement. When preparing the agreement, academic units should seek the advice of the HUJI IO.

3. General Research Memorandum of Understanding (MOU)

A general research MOU is a positive statement of interest between HUJI, led

by the Authority for Research and Development (in case of specific research programs at researcher level) and another university, to explore specific research activities between specific researchers of both institutions. A MOU does not express a binding commitment to any specific activity, but rather a serious intention to explore identified interests.

MOU's are not encouraged unless there is a clear intent to implement an actual research project in the near future, where the execution of the MOU will foster that action.

Research Related Agreements

These agreements support collaborative research projects on specific topics at researcher level. Such agreements shall specify *inter alia*, the research activities to be undertaken; which party/parties will bear the various costs involved; the use of own resources; the mechanisms of publication of research results (including publication subvention matters if workable); the uses of preexisting knowledge/IPRs; provisions for the allocation, management, protection, exploitation and further development of the intellectual property rights generated in the research project; and legal provisions supporting such matters. The Authority for Research and Development will be responsible for all aspects of these agreements.

Student Mobility Agreements

Agreements for student mobility fall into two main categories at HUJI:

1. Student Exchange Agreements

A reciprocal student exchange agreement identifies a relationship where HUJI and one or more overseas institutions are able to send and receive students to and from each other for an agreed period of time (usually from one semester up to one academic year). The heart of the exchange is the commitment of access to HUJI academic resources for a visiting student to HUJI, in return for the opportunity for a HUJI student to enjoy access to similar resources at the partner institution abroad. Reciprocal exchange students typically enroll at and pay tuition to their home institutions, enroll at the host institution as non-degree students, and receive credit for courses taken during the exchange period. In all cases, the exchange must balance in both directions within the stated period of the applicable agreement.

Student exchange agreements may operate on a university or academic unit level (faculty or department).

The HUJI IO has administrative responsibility for student exchange agreements.

In the case of Erasmus+ exchange agreements, the HUJI IO administers the Erasmus+ agreements with EU partner universities. The Head of the HUJI IO is the designated Institutional Coordinator for the Erasmus+ Program at HUJI and has responsibility for overseeing all Erasmus+ related activities.

Academic units are required to consult the HUJI IO for advice early in the process and before pursuing any Erasmus+ or other student exchange agreement.

In proposing an agreement, an academic unit should have regard for:

- the need for reciprocity;
- the fact that such agreements need to be of long-term value to HUJI and should not be used to facilitate the admission of individual students;
- the performance of any existing student exchange agreements linked to the academic unit concerned;
- the status of the proposed partner university.

Departments and faculties wishing to establish student exchange agreements should contact the HUJI IO for guidance, standard templates for student exchange agreements and Erasmus+ information.

See Annex 2: Checklist for Student Exchange Agreements.

2. Study Abroad Agreements

These facilitate the admission to HUJI of incoming fee-paying study abroad students from overseas universities. Normally such agreements are at undergraduate level although graduate level agreements are possible.

Agreements covering the mobility of Study Abroad students are mostly established through the Rothberg International School which has administrative responsibility for incoming study abroad agreements.

The movement of students is one-way. Most, but not all, such students come from the USA. There is no reciprocal movement of HUJI students to the overseas partner university.

The students are registered at HUJI as full-time, affiliate students. Overseas fees are payable to HUJI for each student.

Study Abroad students come to HUJI for a full academic year or part of the year, either September to December (Fall Term) or January to June (Spring/Summer Term).

The Study Abroad program includes formal assessment. Official transcripts are provided to each student and the credit is transferred to the registrar of the home university for inclusion in the student's academic record.

The existence of an agreement ensures regular, high-quality communication between the home university and HUJI, where the application, invoicing and transcript delivery processes are streamlined. However, the absence of a study abroad agreement with a university does not prevent any individual student from that university applying to HUJI independently or through a third-party provider.

Study Abroad students can choose from the variety of courses offered at the Rothberg International School, as well as apply to HUJI departments for admission to courses, subject to pre-requisites and depending on availability.

3. Joint Degree Programs

HUJI should only offer joint degree programs with institutions of excellent academic standing, recognized as excellent within the region, or for a particular strength in the relevant discipline area.

Before establishing a joint degree program, HUJI needs to have confidence in all aspects of the proposed partner's teaching, research and training provision.

Proposals should be matched to:

- HUJI institutional strategic objectives;
- The strategic objectives of the academic unit concerned and should not normally be based on requests from individual candidates, unless a real strategic value can be demonstrated or the request strengthens an established research link.

Potential benefits to HUJI and the academic unit from the partnership should be clearly identified, for example:

- Strengthening a teaching/research partnership;

- Impact on general student recruitment;
- Increased overall academic exchange;
- Raising awareness of the HUJI brand;
- Increased income.

Proposals should have clear criteria for measuring success and should be reviewed after five years.

Agreements for joint degree programs fall into two main categories at HUJI:

a. Joint Master's Programs

A joint Master's program leads to one qualification jointly recognized by both partner institutions or to two separate Master degrees. The student studies in both universities in a formally agreed program. One partner is defined as the home university and the other partner is defined as the host institution.

b. Joint Doctoral Programs

In 2011 (revision in November 2014), the HUJI Senate approved the establishment of joint doctoral programs – see: http://www.research-students.huji.ac.il/sites/default/files/JD_Senatedecision_english_112014_3.pdf

A joint doctoral program leads to one qualification jointly conferred by both partner institutions or to two separate degrees. The student works in both universities on a formally agreed program of research and is jointly supervised by academics from both institutions. Preferably, one partner institution is defined as the home university and is responsible for the administration of the program and for the examination process, and the other is defined as the host institution.

A short proposal paper should be and sent to the Vice President for International Affairs. It should include the support of the Head of Department and/or the Faculty Dean.

The Vice President for International Affairs will make a recommendation and bring it to the approval of the Standing Committee, if required by university regulations.

The Authority for Research Students, in coordination with the HUJI IO, will draw up the appropriate agreements for the management of the program. Typically, a joint doctoral program includes two agreements: 1. General Joint PhD Agreement; 2. Individual PhD Student Joint PhD Agreement.

For more information, refer to: <http://www.research-students.huji.ac.il/en/joint-doctorate>

The terms of joint doctoral program agreements should include:

Duration: A joint doctoral program is five years for full-time students unless a different duration is agreed with a partner university; students enrolled in the program should be based at the partner institution(s) for a minimum of one academic year.

Academic Requirements: Partner institutions should agree on the expected academic requirements for each candidate.

Potential and registered students must be provided with clear information on the nature of the program, academic standards, quality of provision, the nature of the collaborative agreement and an outline of the respective responsibilities of all parties.

Home/Host Institution: One partner will be named as the home institution in the individual student agreement.

When at HUJI, the student will be subject to HUJI regulations, codes of practice and evaluation processes. When at the host institution, their evaluation processes, regulations and codes of practice, where appropriate, will apply.

Admissions: Admission standards should be benchmarked at the highest admission standard of the two partner institutions. The admission process should be undertaken by both institutions with the knowledge and approval of the host university and potential host supervisor(s). HUJI requires the candidate to meet its English language requirement; other languages may be required, depending on the language of supervision at the partner institution.

Registration: Students enrolled at the joint doctoral degree program should be registered at each of the participating universities from the beginning of their degree study program; for day to day functions, however, the student's program will usually be managed by the home institution.

Supervision: Each partner institution should provide a supervisor according to its own regulations and codes of practice; both supervisors should be named in the individual student agreement governing the arrangements for the student's program of study.

Evaluation: HUJI must be satisfied that robust quality assurance mechanisms and monitoring arrangements that comply with HUJI standards are in place in the partner institution. Partner institutions should hold recognized research degree awarding powers.

Signatures: The general joint doctoral agreement should be signed by the Rector and the Head of the Authority for Research Students. The individual student agreement governing the student's program should be signed by the student, the supervisors on both sides and the representatives of both institutions (at HUJI the Head of the Authority for Research Students). Students should be provided with copies of the individual agreement and guidance.

Degree Certificate: In the case of a Joint PhD degree program which confers two separate degree certificates (preferred option), each certificate should include a sentence stating that said certificate is awarded jointly with the partner institution. In the case of a joint (single) degree program, the certificate should make clear that the degree is jointly awarded and carry the crest of both awarding universities.

c. Cotutelle Agreement

Cotutelle means 'joint supervision'. The arrangement is originally French and means an agreement about joint supervision on the doctoral level. The Cotutelle – agreement should be individual and set up between two cooperating institutions, the PhD candidate and the candidate's supervisors. After having the completed PhD program the candidate is awarded a degree certificate from each institution.

3. Faculty or Scholar Exchange

Agreements frequently involve the exchange of faculty or scholars for teaching purposes, for varying periods of time. In such cases, the agreement must specify which party/parties will bear the various costs involved, and how the selection and assignment of the faculty or scholars will occur.

Annex 2: Agreement Proposal Checklist

The following general information is needed for any basic agreement proposal:

1. Overview

Provide a detailed description of the proposed exchange or other academic activities, including expected program outcomes.

2. Relation of the program to the university and/or faculty objectives

Explain in detail how the program advances the university and/or faculty objectives.

3. Budget

Provide a detailed presentation of start-up and other recurring budgets associated with the agreement, including identification of all funding sources.

4. Physical facilities (classrooms, offices, libraries, laboratories) for the program Describe the educational facilities at the international site and provide an assessment of its adequacy for supporting instruction and learning comparable to quality at HUJI.

5. Program faculty

Provide a description of the academic preparation of the faculty responsible for delivering the curriculum at the international site.

6. Admissions and credit recognition

Detail the admission requirements and on the process of credit recognition.

7. Policy waivers or modifications

List any HUJI policies, including tuition policies, to be waived or modified by the agreement and provide a detailed justification.

8. Governance and administration of the program

Provide a detailed description of the processes for the ongoing monitoring of the program in terms of academic quality, comparable student learning outcomes, adequacy of learning resources, faculty credentials, and public communications about the agreement and its activities by the partner institution.

9. Program evaluation

Provide a program evaluation plan, noting anticipated timeframes and responsibilities between the partners.

The following issues also need to be addressed in any student exchange agreement:

1. Accreditation status of international institution

2. HUJI students targeted (for reciprocal student exchanges):

The HUJI student population to be served, the numbers of students to be exchanged each year, and the anticipated educational benefits.

3. HUJI student eligibility requirements (for reciprocal student exchanges)

Policies related to student eligibility for participating in the program.

4. International student eligibility requirements (where appropriate)

Policies related to the selection and admission of international students participating in exchange activities.

5. Academic credit policies

Policies for awarding HUJI credit for courses completed at the international site.

6. HUJI student expenses

Estimate of expenses such as tuition to be paid to the home institution, health insurance, room and meals, books and supplies, transportation, and personal expenses for participating HUJI students and refund, cancellation and collection policies.

7. Financial assistance

Financial aid that may be available to outgoing HUJI students and/or incoming international students, and how any such funds will be managed.

8. Transportation, food, and housing (if applicable)

Transportation, food, or housing arrangements for students that will be covered by the agreement.

9. Complaint resolution

Processes for resolving student complaints.

10. Policy waivers or modifications

Students pay tuition and fees to their home institution. Minor fees may be charged by the host institution. Any waiver of other tuition costs must be negotiated with the sponsoring faculty(s), HUJI IO, and the campus.