

2016

HoB Transfer Agreement  
Steering Committee

Cookson, Jeannine MA



**ONCAT Project: 2014-03**

# **PILOT IMPLEMENTATION: ONTARIO SYSTEM – LEVEL TRANSFER AGREEMENTS FOR ONTARIO COLLEGES HEADS OF BUSINESS**

**FINAL REPORT – MARCH 2016 (with adjustments - May  
16, 2016)**

## Table of Contents

EXECUTIVE SUMMARY .....	3
BACKGROUND AND PROJECT GOALS .....	4
PROJECT TEAM .....	5
PROJECTED TIMELINE .....	5
KEY MILESTONES .....	7
OUTCOMES .....	13
OUTSTANDING IMPLEMENTATION HURDLES .....	13
Data Management of Transfer Credits .....	13
Centralized Resource Site .....	14
ONTransfer.ca Agreement Template .....	14
Alignment of Transcript Data .....	15
Maintaining Alignment of Curriculum .....	15
Tracking of Students and Metrics .....	15
ONTransfer.ca HoB Pathways Revision .....	16
CONCLUSION .....	16
Appendix A – System-Wide Transfer Agreement Template .....	18
Appendix B - Process Flow – System-Wide College Transfer Agreements .....	25
Appendix C - Terms of Reference Transfer Agreement Steering Committee .....	26
Appendix D - Frequently Asked Questions (FAQs) .....	31
Appendix E - Curriculum Pathway Guide - Core Course Comparison .....	33

# **Pilot Implementation: Ontario System – level Transfer Agreements for Ontario Colleges Heads of Business**

## **FINAL REPORT – MARCH 2016**

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### **EXECUTIVE SUMMARY**

In September of 2013 the 24 Ontario Colleges delivering Business programs had agreed to four, System- level Transfer Agreements. These agreements would allow students in specific programming areas, the ability to seamlessly transfer from one college to another college within the same program. Transfers could occur at the completion of year 1 or at the completion of year 2, without academic penalty or impact to completion time. As this was the first of such agreements in Ontario, this project would serve to implement the 4 college-to-college Business Transfer agreements, engage participating stakeholders and provide a road map for other agreements of this nature.

The original goal of the project was to achieve the implementation through three key milestones, Management, Integration and establishing a method to Maintain/Sustain these agreements.

#### **Management**

The primary focus under management of the Pilot Implementation Project was ensuring the equitable, timely implementation of the agreements across the province. It should be well noted, the ONTransfer.ca site at the beginning of this project was in its infancy as it related to Transfer Agreements of this magnitude. At the same time, the Heads of Business HoB, agreements were being forged and signed, ONCAT was developing the ONTransfer.ca Pathways site. Since both were crafted independently of each other, the first goal was to ensure there would be a template for the crafting of future agreements. In addition, the communication of these agreements had been sporadic and required a defined communication framework to ensure all stakeholders were informed of agreements during their development.

#### **Integration**

The implementation project, spear headed by the Heads of Business needed to ensure a broad outreach to all stake holders, from Chairs, to Admissions Officers to Pathway Advisors to Program Coordinators. Through college workshops and the development of specific tools like; Curriculum Pathway guides, Presentations, Word documents and ongoing updates, each college began to explore their specific internal processes. Essentially ensuring each college had the tools necessary to interpret and implement the agreements as written.

#### **Maintain/Sustainability**

The ultimate goal for these and other agreements is their long term sustainability. It should be noted that had it not been for the reciprocity and enthusiasm of the Heads of Business, agreements of this nature may not have

## HoB Transfer Agreement Steering Committee

been forged. It will be that same commitment that will continue to ensure every effort will be taken so that no student will be disadvantaged, should they choose to transfer now and in the future.

As one of the first tasks undertaken was to establish the Terms of Reference for the HoB -Transfer Agreement Steering Committee (TASC), from both a sustainability and a “best practices” perspective, it is anticipated that the continued and ongoing work of this committee will be crucial to the future of this system-wide agreement and any further and incremental improvements in the processes needed to support system-wide transferability objectives. Also, in light of a key outcome of the first (2015) Business Educators Forum, “Coming Together on Common Ground” having been organized, TASC recognizes that the sustainability of the system-wide transfer agreements rests on the ongoing alignment of curriculum and the ability for the programming areas to continue to dialogue around shared outcomes.

Despite the tremendous strides that have occurred as it pertains to student mobility in Ontario, at the conclusion of this project, a significant number of outstanding Implementation Hurdles have been uncovered. Notwithstanding the enthusiasm of the HoB, many of these hurdles are beyond their scope and purview. Without immediate action taken to resolve these issues, the HoB agreements will be unsustainable within the year. With that strong possibility, the accompanying recommendations have been made.

## BACKGROUND & PROJECT GOALS

The Ontario Colleges Heads of Business (HoB) has worked for several years to develop pathways for students in business-related postsecondary programs. In 2010, the Heads of Business (HoB) received support from the College University Consortium Council (CUCC) to develop province-wide college to college transfer protocols for Accounting programs and Human Resources programs. This work expanded in 2011 to include the development of Business Administration and Marketing transfer protocols.

## HOB SUCCESSFULLY COLLABORATES WITH THE MTCU AND CUCC/ONCAT TO DEVELOP (4) FOUR TRANSFER AGREEMENTS

Agreement Date	Ontario College Heads of Business Transfer Agreements
October 2011	1. Student Transfer Within Accounting Diploma and Advanced Diploma Programs: MTCU # 50100 & 60100
February 2013	2. Student Transfer Within Business Diploma and Advanced Diploma Programs MTCU # 50200 & 60200
February 2013	3. Student Transfer Within Human Resources Diploma and Advanced Diploma Programs MTCU #50223 & 60223
February 2013	4. Student Transfer Within Business – Marketing Diploma and Advanced Diploma Programs MTCU #52900 & 62900

The agreements were based the premise that all college programs satisfy the Provincial Program Standards within their curriculums. HoB members were confident, that they could support a transfer grouping credits from the first year, to the second year and second year, to the third year of the identified programs. However, mapping exercises showed that only 60% of the courses were completely aligned as equivalent across the system. This presented implementation challenges as related to the function of the Registrar’s office and transfer credit because while the agreements were based on the foundation of common learning outcomes, the implementation systems and processes of the participating colleges are largely course based.

## HoB Transfer Agreement Steering Committee

The primary outcome of this project was to:

- Conduct the system-level implementation of the 4 college-to-college Business Transfer Agreements
- Where possible, assist ONCAT in furthering the 3 diploma-to-degree Business Transfer Agreements
- Engage all participating stakeholders.
- Act as a pilot for Ontario's post-secondary education system to develop protocols and processes for implementation of other transfer agreements (current and future).

## PROJECT TEAM

### Senior Project Manager

Jeannine Cookson, Cookson Consulting Group Inc.

### HoB - Transfer Agreement Steering Committee

Mary Pierce; Co-Chair	Chair Lawrence Kinlin School of Business, Fanshawe College
Helene Vukovich; Co-Chair	Associate Dean, Centre for Business, George Brown College
Joan Campbell;	Dean, School of Business, Media Studies, Creative Arts & Design, IT, & Culinary Arts, Cambrian College (from October 2015)
Alvina Cassiani	Dean, School of Business Humber College
Doug Clark	Director of Business, Justice and Science Programs, Northern College (to December 2014)
John Conrad	Associate Dean School of Business St. Lawrence College
Gary Hallam	Executive Dean, School of Business & Hospitality, Conestoga College
Sharon Kinasz	Registrar, Seneca College (from January 2016)
Janice Lamoureux	Registrar, Fanshawe College (from January 2016)
Marianne Marando	Director of Marketing, Seneca College (from January 2016)
Tina Montgomery	Dean of Business, Community Services & School of the Arts, College Boreal
Amy Morrell	Chair, Marketing and Entrepreneurship School of Business, Centennial College (from May 2015)
Karen Murkar	Chair, School of Accounting and Financial Services, Seneca College

## PROJECTED TIMELINE

The projected timeline for the Ontario System Level Transfer Agreements Implementation was:

### April 2014

- Hiring of Senior Project Manager and scoping of initial requirement
- Consultation with ONCAT regarding marketing
- Update presentation for ONCAT conference

### May - August 2014

- Project Plan Templates and presentation at HOB Annual General Meeting
- Hiring of Project Coordinator/Content Specialist
- Development of Communication/Marketing Plans and first integration meetings
- Complete gathering and input of transferable credits into ONCAT database

## **HoB Transfer Agreement Steering Committee**

### **September - December 2014**

- Stakeholder consultations/project plan and implementation templates developed
- First marketing implementation in association with ONCAT
- Report back at HOB fall meeting
- Guidelines for service standards developed

### **January - June 2015**

- First full implementation phase – engaging colleges other stakeholder groups, direct audience marketing.
- Report back on progress with degree agreements
- Progress on full implementation templates and 'Best Practice' Templates
- Consultation with other ONCAT project teams for sharing of learning
- Report presentation at ONCAT conference
- Full Interim Report submitted– March 31, 2015.
- Report back to HOB AGM

### **July - December 2015**

- Second Phase implementation

### **January – March 2016**

- College to College full consultations on progress and implementation lessons learned
- Documentation of full statuses and reports back to stakeholders.
- Final Report development and submission

## KEY MILESTONES

Key Milestones Table	Title	Planned completion date	Forecast completion date as reported two months ago	Forecast completion date as reported last report.	Current forecast completion date	Actual completion date
<b>Manage</b>						
<b>Manage 1</b>	Position Profile Templates for resources to assist with system-wide transfer agreement implementation: Project Manager; Project Coordinator/ Content Specialists <b>COMPLETE</b>	01-April-14				<b>18-Aug-14</b>
<b>Manage 2</b>	Project Plan Template with milestone and work-back objective with input from HOB Transfer Agreement Initiative Co- Chairs and Executive Director, ONCAT <b>COMPLETE</b>	31-Oct-14		01-Jan-15		<b>01-Apr-15</b>
<b>Manage 3</b>	Report Templates for updates on implementation schedule and results-templates to be developed in close collaboration with ONCAT, CCVPA, Registrars, and the Committee of Registrars Admissions & Liaison Officers (CRALO) <b>COMPLETE</b>  Create Agreement template – <b>COMPLETE (Appendix A)</b>  Define Process flow for future agreements – <b>COMPLETE Approved by CCVPA (Appendix B)</b>  Define implementation process employed during HoB execution of project with narrative and lessons learned. <b>COMPLETE</b>	15-Feb-15  15-Mar-15  <b>Final Draft</b> 31-Mar-16		15-Feb-15   <b>Final Draft</b> 31-Mar-16		<b>Sept. 2015</b>  <b>April 2015</b>  <b>March 2016</b>

## HoB Transfer Agreement Steering Committee

Key Milestones Table	Title	Planned completion date	Forecast completion date as reported two months ago	Forecast completion date as reported last report.	Current forecast completion date	Actual completion date
<b>Manage 4</b>	Documentation of lessons learned and best practices for implementation of system-level transfer agreements. <b>COMPLETE</b> Developing/Implementing System - Wide Transfer Agreements THE LESSONS LEARNED – <b>COMPLETE</b>	<b>Final Draft</b> Dec 2015		<b>Final Draft</b> Dec 2015		<b>March 2016</b>
<b>Integrate</b>						
<b>Integrate 1</b>	Detailed Communication Plan outlining strategy for communicating with all stakeholders (ONCAT, HOB, Ontario Colleges, Ontario Universities, Committee of Registrars, Faculty, Advisors at each college, OCAS, Accreditation Bodies, Marketing Departments, Pan Canadian Consortium on Admissions and Transferability (PCCAT) etc.) <b>COMPLETE</b> Create timeline of HoB implementation. <b>COMPLETE</b>	<b>Final Draft:</b> Sept. 2015		<b>Final Draft:</b> Sept. 2015		<b>March 2016</b>
<b>Integrate 2</b>	Internal college communication template and inter-institutional materials related to the impact of system level integration of transfer agreements. <b>COMPLETE</b>  CREATE: communication documentation to advise of Pathways and actionable items:					



## HoB Transfer Agreement Steering Committee

Key Milestones Table	Title	Planned completion date	Forecast completion date as reported two months ago	Forecast completion date as reported last report.	Current forecast completion date	Actual completion date
	<ul style="list-style-type: none"> <li>- Power Point</li> <li>- Word Document ,</li> <li>- Email templates</li> <li>- Monthly progress updates</li> <li>- FAQ (Appendix D)</li> <li>- CPG Core Course Comparison (Appendix E)</li> </ul> <p>OUTCOME: overall communication plan and materials which can be leveraged by other projects</p> <p><i>All documents currently available in HoB Resource site located on Projects Page of ONCAT web site</i></p>	<b>Final:</b> April 2015		<b>Final:</b> Sept 2015		<b>Sept 2015</b>
<b>Integrate 3</b>	<p>Sample communication Eco-system Mappings that confirm the status of various initiatives being implemented across the college system that will impact transfer agreement pathways and activities.</p> <p>Discussion with various Heads groups to garner support for these Transfer agreements and other college pathways</p> <ul style="list-style-type: none"> <li>- Presentation to CRALO</li> <li>- Presentation to Heads of Marketing HoM</li> </ul> <p><b>CRALO and HoM represented on TASC as of January 2016</b></p>					<p><b>Sept 2014 &amp; Dec 2015</b></p> <p><b>October 2014</b></p>

## HoB Transfer Agreement Steering Committee

Key Milestones Table	Title	Planned completion date	Forecast completion date as reported two months ago	Forecast completion date as reported last report.	Current forecast completion date	Actual completion date
<b>Maintain/Sustain</b>						
<b>Maintain / Sustain 1</b>	Terms of Reference for a system-level Transfer Agreement Steering Committee <b>COMPLETE</b>					
	Plan/Facilitate Steering Committee - Pathways Sustainability Workshop - <b>COMPLETE</b>	27-Jan-15		27-Jan-15		<b>27-Jan-2015</b> <b>22-Jan- 2016</b>
	Create terms of reference for HOB Steering Committee – <b>COMPLETE. Approved by HoB membership (Appendix C)</b>	Sept 2015		Sept 2015		<b>October 2015</b>
<b>Maintain/ Sustain 2</b>	Maintenance Plan outlining the strategy to maintain currency of system-level transfer agreements <b>INCOMPLETE</b>					
	Ensure all signing colleges approve the ONTransfer pathway agreements <b>COMPLETE</b>	Not Applicable		Not Applicable		<b>20-Nov-14</b>
	Develop model to sustain the 4 HoB Agreement program curricula and all pathways. <b>INCOMPLETE</b>					
	<b>Funding removed from Implementation due to Learning Outcomes Nature of work required.</b>					NA
	Facilitate college coordinators conference for May 2015 in conjunction with ONCAT, focusing on transfer agreement					

## HoB Transfer Agreement Steering Committee

Key Milestones Table	Title	Planned completion date	Forecast completion date as reported two months ago	Forecast completion date as reported last report.	Current forecast completion date	Actual completion date
	implementation, learning outcomes, best practices and college degrees. <b>COMPLETE</b>	Jan. 2016		Jan. 2016		<b>May 2015</b>
	Utilize outcomes from the conference to establish, exemplars ie. Course, term learning outcomes, yearly learning outcomes. <b>INCOMPLETE – Funding removed from Project. Request from ONCAT due to Learning Outcomes nature of work.</b>	March 2016		Dec 2015		NA
	Gather feedback from all stake holders on implementation successes, challenges, and opportunities. <b>COMPLETE</b>	Jan. 2016		Jan. 2016		<b>March 2016</b>
	Prepare final recommendations on project deliverables. <b>COMPLETE</b>					<b>March 2016</b>
<b>Maintain / Sustain 3</b>	Documented processes to maintain currency of system-level transfer agreements <b>INCOMPLETE –</b>  <b>During 2015, it was deemed that a key enabler of this deliverable would be that of aligning Learning Outcomes for all CORE courses. However, it was also deemed unrealistic to complete that work, considering the complexity and timeframe which would be required. Discussions regarding this potential enabler, which in turn can ensure maintenance of the system-level transfer agreements, potentially should</b>	March 2016		March 2016		NA

## HoB Transfer Agreement Steering Committee

Key Milestones Table	Title	Planned completion date	Forecast completion date as reported two months ago	Forecast completion date as reported last report.	Current forecast completion date	Actual completion date
	be taken up further by the ONCAT group working on Learning Outcomes projects.					
<b>Maintain / Sustain 4</b>	<p>Templates and sample materials for orientation of new staff to system - level transfer business agreements (protocols, processes, best practices, etc.)</p> <p><b>COMPLETE – See HoB Project page on ONCAT web site</b></p>	Dec 2015		Dec 2015		<b>Dec. 2015</b>
<b>Maintain / Sustain 5</b>	<p>Guidelines of service standards for students seeking transfers <b>COMPLETE</b></p> <p>Ensure all colleges are able to implement the HoB pathways.</p> <ul style="list-style-type: none"> <li>- Initial college outreach</li> <li>- Work with CRALO and HoB to establish consistency among all colleges</li> <li>- Create system/service expectations in conjunction with CRALO and HoB</li> <li>- Conduct follow up discussion/survey with all stakeholders</li> <li>- Share outcomes through workshop/presentations/webinars</li> </ul>	<p>Mar 2015</p> <p>Jan 2016</p> <p>Mar 2016</p>		<p>Mar 2015</p> <p>Jan 2016</p> <p>Mar 2016</p>		<p><b>March 2016</b></p> <p><b>March 2016</b></p> <p><b>May 2016</b></p>

## OUTCOMES

One of the primary outcomes of the HoB-Transfer Agreements and subsequent implementation within the colleges, has been the strong reciprocity between the colleges. Within the Heads of Business leadership it is very evident that each college is prepared to ensure a student transferring between colleges at the end of year one or two of his/her program is not disadvantaged.

At the outset of the Implementation project it was believed the communication stream was confined to that of the VPA's, Academic Departments, Offices of the Registrar and Marketing. A recent survey of the implementation process at the various colleges, helped to define the vast breadth of stakeholders within the college community who are charged with managing the transfer process. Moving forward they will need to be enveloped into the communication fold.

In many cases, College Registrars' and other enabling areas within the colleges, have adapted their internal processes in order to support these agreements and assist in the processing of transfer students. However, that is not the case system wide. Some academic leaders, continue to struggle with their internal college, departmental processes, as they attempt to apply the framework of the agreements.

## OUTSTANDING HURDLES to SUSTAINABILITY AND IMPLEMENTATION

In the March 2015 Report to ONCAT, the Heads of Business Transfer Agreement Steering committee, began to identify a number of implementation hurdles for which it anticipates, if left unaddressed, will continue to negatively impact the sustainability of these and any other future system-wide agreements. They present roadblocks to a smooth transfer system notwithstanding the enthusiasm and motivation of the Heads of Business. It is deemed that all of these hurdles are either beyond the scope of this project or that of the Heads of Business – they require advocacy and influence of other actors in the post-secondary system.

### Data Management of Transfer Credits

As these agreements have been implemented, there has been a primary concern around the notion of “seamless” processing of the student transfer. There is clearly a high degree of interdependency and need for further automation of the inter-college transfer credit recognition systems; that need for seamlessness has implications for processes and systems provided by ONCAT, the colleges and OCAS. As mentioned earlier, resolving this issue is beyond the scope of the HoB pilot implementation project, however, it is important to note that the project has been and continues to be impacted somewhat negatively as a result (both the HoB project and other emergent system-wide pathways initiatives).

The current HoB -Transfer Agreements are dependent upon a manually updated Excel spread sheet, Curriculum Pathway Guide (CPG). With no electronic link from the Program Transfer System to the Course Credit Transfer System, the colleges will be dependent upon the on-going maintenance of the Curriculum Pathway Guides.

***For example:*** Currently in order to ensure a student is eligible to transfer under the framework of these agreements, a manual review of the student transcript is required, in addition, a manual assessment based on the Curriculum Pathways Guides (CPG) is also required. A more robust Course Equivalencies Data base would eliminate the need for the CPG entirely and provide up-to-date program information.

## HoB Transfer Agreement Steering Committee

***Recommendation: ONCAT to enhance its COURSE EQUIVALENCIES DATABASE or Data Management Transfer Credit Systems in order to improve functionality and simplify the transfer process.***

### Centralized Resource Site

As the HoB Agreements were being introduced to the Provincial college community, a need arose for a Centralized Resource site that could house shared documents and tools. This resource site will become a critical tool as natural transition occurs within the individual colleges. In the duration of this Pilot Project alone 50% of the Heads of Business originally involved in the negotiating of these agreements are no longer in these positions. Some of the shared documents included:

- The original agreements.
- General information around curriculum alignment and the implementation of the agreements
- Updates on provincial issues impacting curriculum and updates on the implementation progress
- The Curriculum Pathway Guides mentioned above.
- An FAQs document to assist colleges as they encountered issues when processing a transfer student

These documents need to be accessible by multiple individuals within each of the colleges. Both on the advising of transfer students and ensuring academic curriculum alignment.

Currently these resources are housed on the Project Page of the **ONCAT** Web site. This model cannot be sustained without dedicated personnel overseeing and amending as necessary. In addition, it is very difficult for users to locate as it is amidst all other ONCAT projects. These tools need to be easily accessible by the end users. A more suitable and accessible location for this material is necessary to support these and other agreements.

***Recommendation: As all participating colleges require the ability for multiple users to access documentation related to the project, there should be a secure electronic document repository (i.e. dedicated website with password-protected access, enabling version control and document tracking).***

### ONTransfer.ca Agreement Template

Improvements to the ONTransfer.ca site and the functionality of the Pathways Agreement Template has been identified as desirable. The current ONTransfer.ca site does not support the marketability of the HoB Pathways. Some focus on alignment of this data base to the needs of the user, is critical to the marketability and success of these pathways.

***For example:*** When searching for a possible Program Transfer in ONTransfer.ca, The Pathway Summary page, provides information but it is also an opportunity to encourage/entice a student to consider transferring to another institution. Unfortunately, the first piece of information a prospective student sees is the ***“Terms for Renewal or Cancellation”*** of the agreement. Perhaps a necessary piece of information but not the first thing a prospective transfer student should see.

In addition, a concerted effort towards the marketing and promotion of ONTransfer.ca within the colleges is necessary to engage faculty and students alike.

***Recommendation: that ONCAT focus on reviewing the current ONTransfer.ca site improving the marketability and functionality of the site and fields of information.***

## HoB Transfer Agreement Steering Committee

### Alignment of Transcript Data

A number of desired transcript changes have been identified that if implemented could tremendously help simplify the transfer process. These changes are beyond the scope of the Heads of Business. Below are the recommended information required to efficiently assess a student transcript for transfer purposes:

- Identify the program of study
- Identify the MTCU# for program of study
- All General Education courses identified
- Program completion status, at the end of each semester/year. i.e. "First year Complete"

***Recommendation: As provincially funded institutions with provincially aligned Vocational Standards for these programs as well as many others, it is only logical that the transcript information, shared provincially should be consistent from college to college. Although a long term project, a provincial policy towards college transcript alignment will greatly assist the transfer process. In addition, an eye towards potential modifications required to ensure a Pan Canadian alignment would also prove beneficial.***

### Maintaining Alignment of Curriculum

There will be an ongoing need for an annual review and reconciliation of changes made to each college's curriculum in order to sustain these agreements. This review would ensure all signing colleges continue to remain aligned with the curriculum frame work of the agreements. It's inevitable that curriculum changes will occur and annual reviews of each of the four program areas (accounting, marketing, HR, business administration) would require input from Program Coordinators associated with the various programs. As of the conclusion of this project it was still uncertain as to how an annual review and updating could be facilitated. One solution may be the creation of Affinity Groups through the Heads of Business. It will be left in the hands of the HoB –TASC to discuss this concept with the HoB membership at the May 2016 AGM.

***Recommend further discussion with ONCAT and the Heads of Business to ascertain the makeup and role of "Affinity Groups" and how they can be supported long term.***

### Tracking of Students and Metrics

Currently the data surrounding the number of students who have benefited from the HoB-Transfer Agreement is limited and if available has been manually tracked. It is believed, there has been less than 5 at each college since November 2014.

As these and other Transfer agreements unfold, there will be an ongoing need for data surrounding movement of students and their ultimate academic success. Currently, all applications are filtered through the Ontario College Application System OCAS however the level (year/semester) at which a student may apply, is left to the discretion of the individual college and specific program. There is no means of identifying an ONTransfer.ca Pathways applicant.

The best way to potentially track student mobility and success is through the Ontario Education Number OEN. At present there is no automated internal mechanism within the college systems to capture and track a student transferring through these agreements and their academic progress, other than face-to-face dialogue. Given the system-wide impact of these agreements, a standardized recording of this data will be required and is at this point beyond the scope of the Heads of Business.

## HoB Transfer Agreement Steering Committee

***Recommendation: As per the above recommendation surrounding enhancement of the COURSE EQUIVALENCIES DATABASE or Data Management Transfer Credit Systems, it is believed that this work could also serve to improve the tracking of students.***

***In addition, greater utilization of the OEN would be a strongly recommended method of tracking student mobility.***

## ONTransfer.ca HoB Pathways Revision

During the implementation process, the HoB – TASC recognized that one of the hurdles in the implementation of the agreements hinged on terminology that had been used in the original crafting of the agreements and subsequently used in the Pathways now posted to the ONTransfer.ca site.

The agreements had been written in two sections, using the term “**Block Transfer**”. When in reality, the more appropriate terminology should have been “**Recognition of Credit**”. The required change was communicated to ONCAT and the ONTransfer.ca Coordinator.

The following modifications, required on the ONTransfer.ca HoB Pathways, for all programs, will be completed by the end of August 2016:

### Pathway Details

#### **2.7 Credit Transfer**

Admitted transfer students will be granted by their receiving college an agreed number of academic credits: termed a ‘block credit transfer’ which will include specific credits and exemptions.

#### **Change to:**

*Admitted transfer students will receive, “**credit recognition**” for all credits earned within the defined program at the sending college, which will include specific credits and exemptions.*

#### **2.8 # of Credits**

**Number of transfer credits / full courses to be granted at receiving institution**

**Block Transfer** of all first year credits.

#### **Change to (for Diploma Programs):**

*Recognition of all first year credits earned*

**and**

#### **Change to (for Advanced Diploma Programs):**

*Recognition of all first and second year credits earned*

## CONCLUSION

Overall the processing of transfer students within Ontario Colleges has become much more open and transparent. There is evidence of a cultural change as it relates to accepting credit from other colleges.

The work driven by the HoB has paved the way for other system-wide agreements to guide in the crafting and communication of a newly forged pathway. Knowledge of ONCAT and the ONTransfer.ca site is much greater, as are the tools available for advising students.



### **HoB Transfer Agreement Steering Committee**

Most importantly the internal dialogue has begun. Where by the colleges are reviewing their internal processes and trusting their academic partners. Although not as smoothly as had originally hoped, the spirit of the agreement is being supported. However, despite these great intentions, without a concerted effort towards resolving the identified hurdles the HoB agreements will be unsustainable within the year.

## Appendix A



### SYSTEM – WIDE TRANSFER AGREEMENT TEMPLATE

The following System Pathway Template can be used to forge pathway agreements among participating institutions. It will also provide the necessary information to ONCAT for posting to the ONTransfer.ca site once agreement has been secured. It can be used for both College and University pathways alike.

<b>SECTION 1: Basic Information</b>	
The Basic Information section includes the pathway category, type and the implementation and expiry date of the agreement. The section is for Administrator view only and is not seen on the public facing website.	
<b>1.1 Pathway Category</b>	
System Pathway	
<b>1.2 Pathway Type</b>	
Credit Transfer	OR Degree-completion
<b>1.3 Implementation Date (YYYY-MM-DD)</b>	<b>1.4 Expiry Date (YYYY-MM-DD):</b>
<i>Should be a common date agreed upon by the Transfer Steering committee.</i>	<i>Determine the length of time the committee is comfortable going without review 7 years allows for sufficient time to assess the success of the pathway and develop a good method of sustaining/maintaining the agreement.</i>
<b>SECTION 2: Pathway Information:</b>	
This section includes the information students and the public will see in their Transfer Guide search results.	
<b>2.1 Title of Pathway:</b>	
<i>Be specific in the title of the pathway. Include the MTCU # of the program(s):</i> <b>Example:</b> Business Year 1 to Business Administration Advanced Diploma Year 2 MTCU Code # 60200  <i>One agreement for a program discipline may create multiple pathways. For example; the Business Diploma 2 year program and the 3 year Business Administration Advanced Diploma was written as one agreement but created 6 pathways. Utilize a table to define the pathways. This will assist ONCAT when moving the agreement to a Pathway.</i>	
<b>2.2 Terms for Renewal or Cancellation:</b>	
<i>Provide a statement outlining expectations should a college need to withdraw from the agreement prior to the renewal date. Acknowledge any external accrediting bodies which may impact the feasibility of the agreement.  Describe any conditions applicable in the event of a cancellation of the agreement.</i> <b>Example:</b> Colleges offering programs in Fire Science may adjust the conditions for transfer to reflect external changes in standards, professional accreditation or certification requirements. The changes must conform to the timelines set by the accrediting organization. Individual colleges may withdraw from the agreement with the following conditions:	
<ul style="list-style-type: none"> <li>• The decision is implemented after formalized student information sources are updated accordingly</li> <li>• Students currently registered in the degree program are able to complete their program of study</li> <li>• External regulations permitting, degree programs will continue to accept transfer student for a two additional years.</li> </ul>	

## HoB Transfer Agreement Steering Committee

In the unlikely event that the agreement is terminated at the end of the initial term, students enrolled in the diploma transfer stream or “transfer prerequisite pathway” will be continue to be eligible to transfer for an additional two years.		
<b>2.3 Eligibility for the pathway:</b>		
<p><i>Keep in mind the principles behind these agreements. A student has already been admitted into a Post - Secondary Institution, they should not be required to repeat the same admission process again.</i></p> <p><i>Use generic terminology to identify the possibility of additional admission criteria. For example: French language proficiency and possibly issues of capacity.</i></p> <p><b>Example:</b></p> <p>To qualify for transfer FROM the first year of the Ontario College Business Diploma to the second year of the Ontario College Business Diploma offered by another college, the student must:</p> <ul style="list-style-type: none"> <li>• have completed the first year of the Business Diploma Program</li> <li>• meet any other admissions requirements of the Receiving college</li> </ul> <p>Student application will be through the Ontario College Application System (OCAS) and must conform to the published time lines. <a href="http://www.ontariocolleges.ca">www.ontariocolleges.ca</a></p> <p>Admissions will be subject to the processes of the college being applied to. Where application numbers exceed the capacity of any college, additional selection and approval requirements may apply.</p> <p>Regardless of the level at which a student was originally admitted into the diploma program and/or the admission standard at the time, students will be accepted for transfer based on their successful completion of the required first year of the Business Diploma program at the point of transfer.</p>		
<b>2.4 Graduated from the program at the sending institution:</b> <i>Used for articulation agreements, example diploma completion to degrees, or 2 year diploma to 3 year diploma.</i>	YES	NO
<b>2.5 Required GPA (x.xx GPA or x/x+/x or xx%):</b> <i>When building a system wide agreement use the lowest common denominator for transfer. Recommend using % as there is no consistency in GPA calculation across the system. For example: The Business agreements used 50%</i>		
<b>2.6 Minimum grade in required courses (x/x+/x-):</b> <i>As with above, define the lowest grade which can be accepted for this pathway should be identified. For example: the Business agreements used “D”</i>		

## HoB Transfer Agreement Steering Committee

2.7 Credit Transfer:	
<i>This is a System- wide agreement therefore a generic reference to credits received may need to be used. Given the liberal nature of the Business Agreements and their relationships with External Associations it was useful to include a statement pertaining to the student's responsibility.</i>	
<b>Example:</b>	
Admitted transfer students will be granted by their receiving college an agreed number of academic credits: termed a 'block credit transfer' which will include specific credits and exemptions.	
Grade equivalencies are addressed by this transfer pathway agreement as follows:	
<ul style="list-style-type: none"><li>• Participating colleges will accept the course "pass" designation for all other colleges regardless of specific grade earned,</li><li>• Wherever specific grades or Grade Point Averages (GPAs) are required, the grade given by the 'originating college' will be accepted,</li><li>• Transfer credit for courses will typically be recorded on the 'receiving college' transcript in terminology such as "transfer credit" or "exemption" rather than a grade,</li></ul>	
Whenever transfer students pursue professional certification and they require final grade evidence of completion of a professional course requirement from another college, they must obtain transcript evidence of grades from the college at which the course was taken.	
2.8 Number of transfer credits / full courses to be granted at receiving institution (must be expressed as a numerical proportion, i.e. 90 of 120):	
<i>Since there could be an exhaustive number of permutations a generic reference to credits may be required</i>	
<b>Example:</b>	
Block Transfer of all first year credits	
Or	
Recognition of all first year credits earned.	
2.9 Anticipated time to complete the credential at the receiving institution if enrolled full-time:	
<i>The System – wide agreements need to be consistent. However, it is recognized that at some institutions the delivery schedule of needed courses may prevent a student from completing within the defined time frame.</i>	
<b>Example:</b>	
Students transferring from the first year of an Ontario College Business Diploma to the second year of the Business Diploma program at another college:	
<ul style="list-style-type: none"><li>▫ can anticipate time to completion to be one (1) year.</li></ul>	
<b>*Please note: time to completion may be altered by course availability</b>	
2.10 Number of semesters to complete the credential based on full-time study:	See Pathway
2.11 Credentials to be granted on successful completion of all required components:	
<i>Use the ministry approved nomenclature for the program(s).</i>	
<b>Example:</b>	
Business Administration – Advanced Diploma	

## HoB Transfer Agreement Steering Committee

<b>SECTION 3 : Receiving Institution Information:</b> The Receiving Institution information section describes the credential, discipline, program area and title of the program that the student will be transferring into. The credits they must achieve at their receiving institution are defined. Students and the public will see this information in their Transfer Guide search results. Approval party name(s) and date of approval are for Administrator view only.				
<b>3.1 Credential:</b>				
Degree	Diploma	Advanced Diploma	Certificate	Ontario Certificate
<b>3.2 Program Discipline:</b>				
<i>This field is consistent with the Ontario College Application System (OCAS) discipline fields</i> <b>Example:</b> Science and Technology/ Business and Finance Administration etc.				
<b>3.3 Program Area:</b>				
<i>Can repeat above or use Program title</i> <b>Example:</b> Engineering and Technology				
<b>3.4 Program Title:</b>				
<i>Use the ministry approved nomenclature for the program(s). Individual colleges may adjust this should the name of their program not be consistent with the common nomenclature.</i> <b>Example:</b> Business Administration – Accounting				
<b>3.5 Date of approval by receiving institution (YYYY-MM-DD):</b>				
<i>This date will be populated by each participating college once the Staged Pathway has been approved on the ONTransfer.ca site.</i>				
<b>3.6 Approving Party Name(s):</b>				
<i>Identify who the approving authority is for this pathway. For community colleges, the Vice President Academic is generally applicable. More than one person can be identified. Please include Name and Title.</i> <b>Example:</b> Sally Provost Vice President Academic VPA				
<b>3.7 Credits that must be achieved at the receiving institution:</b>				
<i>When working with a System-wide agreement use terminology that can be applied to all institutions. The number of credits required to complete, may vary at each college.</i> <b>Example from the Business Agreements:</b> Students will be required to take the outstanding number of course credits, in order to satisfy the remaining Learning Outcomes of the program of study.  Students are required to meet the progression and graduation requirements as defined by the receiving college in order to satisfy the credential. Please discuss with the transfer advisor for further information  Students will be required to take no less than 25% of the course credits at the receiving college.				

## HoB Transfer Agreement Steering Committee

<b>3.8 Summarized Credits that must be achieved at the receiving institution</b>
<i>An average number of credits/courses can be used. Or the highest number required based on course mapping.</i>
<b>3.9 College Specific INFORMATION REQUIRED ONTransfer.ca Site Contact Procedure:</b>
<i>The contact information in this section is specific to the institution and for the pathway identified above. You may include one or more contacts. This can be a Program Coordinator, Advisor, Faculty etc.</i>
<i>Ensure you provide a link to the specific Program Web Page</i>
<p><b><u>Provide:</u></b>          Name of College          Name of Advisor          Phone Number          Email Address          Program administrator (if able to speak to terms and conditions of agreement)</p>
<p><b>SECTION 4: College Administration and Agreement Maintenance</b>          This section is specifically for the College administration of the agreement. The content will not be posted to the ONCAT web site.</p>
<b>4.1 Curriculum Alignment</b>
<i>Define the expectation of each college to ensure they meet the framework of this agreement. Include all courses and sequencing agreed to. Include in a separate appendix if necessary.</i>
<p><b><u>Example:</u></b>          The Business agreements used a table. See Appendix A of this template</p>
<b>4.2 Inter College/University management of this agreement.</b>
<i>The following lists the requirements of all participating colleges for continued inclusion in the agreement and the role the Steering Committee plays in ensuring compliance/adherence to the agreement.</i>
<p><b><u>Example:</u></b></p> <p>4.2.1 Reporting to the Heads of _____ and answerable to the College Committee of Vice Presidents Academic (CCVPA), this transfer agreement will be subject to monitoring by a _____Transfer Steering Committee (Steering Committee)</p> <p>The Steering Committee's mandate is:</p> <ol style="list-style-type: none"> <li>to annually collect and review measurement data on the effectiveness of the transfer process and report to the Heads of _____</li> <li>to maintain confidentiality of personal and individual college information,</li> <li>to receive and deal with concerns within its mandate,</li> <li>to propose academic improvements to the Heads of _____;</li> <li>pursue admission information and data collection issues to the Registrars Committee and route other concerns to the responsible individuals or groups,</li> <li>to prepare the end-of-contract-term summative report for the Heads of _____ and the CCVPA, and</li> </ol>

## HoB Transfer Agreement Steering Committee

- vii. At the end of the first term of the agreement, to recommend continuation, adjustment or retirement of the agreement and of the Steering Committee.

4.2.2 It is understood that the Steering Committee will assume oversight responsibilities within its mandate for additional applicable transfer initiatives as they are implemented. In this context, they will recommend adjustment to the committee's membership, mandate, scope and continuation as needed.

4.2.3 The Steering Committee will promptly address any urgent concerns within its mandate. Critical issues requiring ongoing monitoring include but are not limited to any non-compliance with the established program requirements, concerns expressed by the professional organizations or any changes to the external rules governing college programs.

4.2.4 The Steering Committee will table with the Heads of \_\_\_\_\_ an Annual Progress Report on the transfer program. Any significant problems that fall within the mandate of the Steering Committee, the Heads of \_\_\_\_\_ or its members will be addressed in a timely fashion: those beyond their mandate will be forwarded to those responsible for appropriate action. Issues related to application, admission, and information will be forwarded through the registrar representative to the provincial college Registrars Committee.

4.2.5 At the end of the initial seven year term, a Summative Report will be tabled by the Steering Committee recommending any further changes in the overall transfer agreement and its renewal. This report will be finalized in consultation with the Heads of \_\_\_\_\_ and subsequently forwarded to the Provincial college CCVPA and the Registrar's Group.

### 4.3 List of Participating Institutions

*Provide a list of all institutions participating in this agreement. Include within the document or on a separate Appendix.*

### 4.4 Statement of Acceptance

The Heads of \_\_\_\_\_ recommend Acceptance of this agreement by the Coordinating Committee of College Vice President's Academic, CCVPA for immediate communication/distribution The Ontario Council on Articulation & Transfer ONCAT , Council of Registrars and Associate Leaders of Ontario CRALO and their respective colleges.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Chair; Heads of \_\_\_\_\_

#### Motion to Accept:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_  
Chair; CCVPA

ONCAT Communication Date: \_\_\_\_\_

Appendix A – ONCAT Pathways Agreement Template

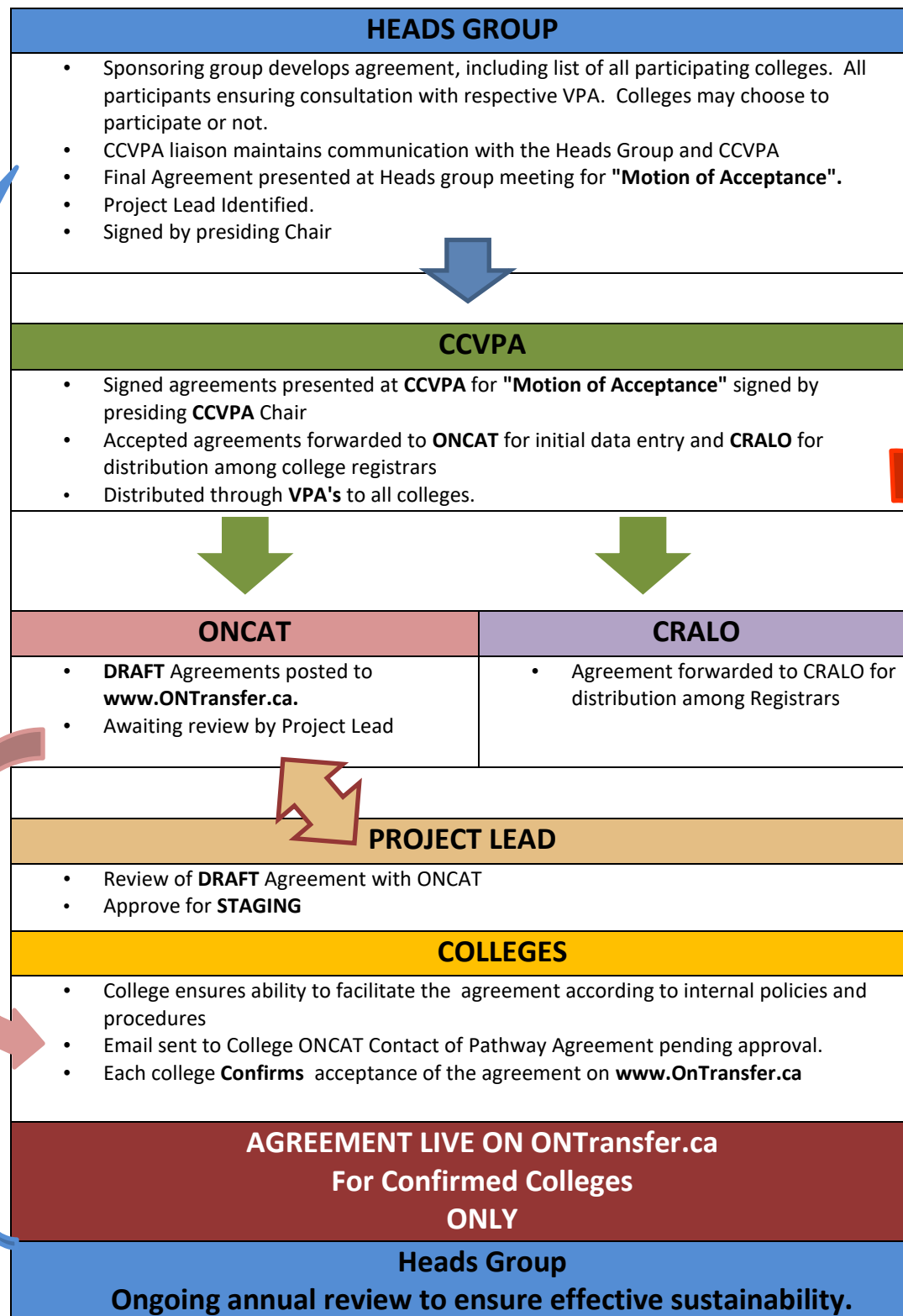
Typical College Business Diploma Courses – general two-year and three-year Business and Business Administration programs	For Students Planning to Continue 2 <sup>nd</sup> Yr. Diploma Studies at Another College	For Students Planning to Continue 3 <sup>rd</sup> Yr Diploma Studies at another College	TRANSFER PREREQUISITES FOR BUSINESS ADMINISTRATION DIPLOMA GRADUATES INTO BUSINESS DEGREE PROGRAMS OFFERED BY COLLABORATING ONTARIO UNIVERSITIES <sup>1</sup>
	Course Completion by End of the first year of the 2 yr Business or 3 yr Business Admin. Diploma Program	Course Completion by End of Second Year of the 2 yr. Business or 3 yr. Business Administration Diploma Program	
Accounting			
Introductory	YES		
Financial Accounting			YES
Management Accounting		YES	YES
Communications			
Business Writing		YES	
Effective Communications	YES		
Computers			
Business Computer Applications	YES		
Economics			
Microeconomics		YES (recommended have one economics)	YES
Macroeconomics			YES
Math			
Business Math <sup>2</sup>	YES		YES
Marketing			
Introductory	YES		
Customer Relations		YES	
Operations		YES	
Human Resources Management		YES	
Business Law		YES	YES
Organizational Behaviour		YES	YES
Statistics			YES
Ethics			YES

<sup>1</sup> Per Transfer Agreement Business Administration College to University being finalized as of February, 2013

<sup>2 2</sup> If school only offers Math of Finance, it should be indicated that is the math course they will include if participating in this agreement



## Appendix B - Process Flow – System-Wide College Transfer Agreements



### ACTION

#### VPA

Agreements recorded at respective college to be implemented and promoted according to college practice.

## Appendix – C



Ontario Heads of Business

### System-wide Transfer Agreement

#### TERMS OF REFERENCE

#### TRANSFER AGREEMENT STEERING COMMITTEE

**EFFECTIVE:** March 2014  
**APPROVED:** October 2015  
**NEXT REVIEW:** March 2019

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### Facilitating Ease of Transfer for Business students in Ontario Colleges.

#### 1.0 FUNCTION

The Heads of Business Transfer Agreement Steering Committee (TASC) as appointed by the Heads of Business Ontario (HoB). Report as a sub-committee of that group and are answerable to the Coordinating Committee of Vice Presidents Academic (CCVPA)

1.2 The HoB Transfer Agreement Steering Committee within its mandate is responsible for overseeing the:

- development
- communication process
- ongoing sustainability and
- maintenance

of all approved transfer agreements within the Business portfolio of programs in Ontario's Colleges.

1.3 Specific functions include:

1.3.1 Collect and review all data and issues pertaining to the implementation of all HoB Transfer Agreements on an annual basis.

1.3.2 Provide an annual update to the HoB membership during the implementation period of the agreements. Any significant issues that fall within the mandate of the Steering Committee, the HoB or its members will be addressed in a timely fashion. Issues or concerns beyond the mandate of the Transfer Agreement Steering Committee will be

## HoB Transfer Agreement Steering Committee

forwarded to the individuals responsible for appropriate action. Issues related to application, admission, and information will be forwarded through the Registrar representative to the provincial college Registrars Committee.

- 1.3.3 Create an annual opportunity for faculty to review the “Core” Learning Outcomes as defined by the agreement and sustained through the program teams.
- 1.3.4 Update annually any shared documentation for the purpose of facilitating the long term success of the various HoB transfer agreements. I.e. Course Exemplars and Curriculum Pathway Guides
- 1.3.5 Review annually, required course sequencing for all colleges associated with the various agreements.
- 1.3.6 Assume oversight responsibilities within its mandate for additional business transfer initiatives as they are implemented. In this context, they will recommend adjustment to the committee’s membership, mandate, scope and continuation as needed.
- 1.3.7 Promptly address any urgent concerns within its mandate. Critical issues requiring ongoing monitoring include any non-compliance with the established program requirements, concerns expressed by the professional organizations or any changes to the external rules governing college programs.
- 1.3.8 Table at the end of the initial seven year term, a Summative Report recommending any further changes in the overall transfer agreement and its renewal. This report will be finalized in consultation with the HoB and subsequently forwarded to the Provincial College CCVPA and the Registrar’s Group.

## 2.0 MEMBERSHIP AND TERMS OF OFFICE

- 2.1 This committee is comprised of members from the HoB. Ideally one representative for each of the 4 geographic jurisdictions for Ontario colleges.

### **Voting Membership:**

- 1 Rep - Northern Colleges
- 1 Rep - Central Colleges
- 1 Rep - Eastern Colleges
- 1 Rep - Western Colleges
- 1 Rep - Francophone college, if not represented above.

### **Ex Officio:**

- 1 Rep Council of Registrars and Admissions Liaison Officers (CRALO)
- 1 Rep Heads of Marketing (HoM)

## **HoB Transfer Agreement Steering Committee**

### **2.2 Terms of office:**

Each member shall serve a term of no less than 3 years with an opportunity to sit for a second term. In order to ensure the knowledge base of this committee, steps should be taken to ensure a rotation of membership including the introduction of only one new member per year.

### **2.3 Chair:**

The Chair/Co-Chairs will be voted upon by the sitting committee members serving a term of no less than 2 years.

## **3.0 GUIDING PRINCIPLES**

In the execution of their responsibilities, the Transfer Agreement Steering Committee will work to sustain the following Guiding Principles and ensure that any additional pathways created are done so, within the spirit of these Guiding principles:

### **3.1 The Transfer Agreement Steering Committee for the HoB including any sub committees creating pathway opportunities for students, will strive to ensure:**

- 3.1.1 All discussions/actions maintain confidentiality of personal and individual college information
- 3.1.2 Students can complete their programs on time
- 3.1.3 All decisions will support a student's ability to achieve credential completion without jeopardizing their opportunity for additional higher education
- 3.1.4 The focus will be on student success/satisfaction
- 3.1.5 Transparency of pathway opportunities for students
- 3.1.6 All meetings are conducted within an environment among committee members and partnering colleges that promotes openness and sharing
- 3.1.7 Students receive fair, easy and timely responses
- 3.1.8 Colleges shift their focus on output rather than input
- 3.1.9 A collaborative and collegial working environment for all Colleges

## **4. MEETINGS AND CONDUCT OF BUSINESS**

The Transfer Agreement Steering committee shall meet a minimum of once per month during the initial implementation phase of an agreement. At the discretion of the committee this can be reduced as implementation progresses.

## **5. ANNUAL REPORTING**

An annual report containing key success measures will be prepared for, reviewed by and reported through the Business Transfer Agreement Steering Committee for the purpose of:

- 5.0.1 The early identification and correction of any confusion or problems in the overall agreement and its administration,

## **HoB Transfer Agreement Steering Committee**

- 5.0.2 The early identification of any significant problems with student preparation and the timely and confidential communication of those too the originating college,
  - 5.0.3 The provision of data to support ongoing professional associations' and accrediting agencies' recognition, and
  - 5.0.4 Academic planning.
- 5.1 Without limiting any future reporting requirements of the CCVPA, CoP, related government agencies or MTCU, relevant data and reports containing only system aggregate data will be shared with the Business Transfer Agreement Steering Committee, the Heads of Business, the Committee of Registrars and with the college signatories to the agreement.
- 5.2 Working with the College Registrars, the Transfer Agreements Steering Committee will facilitate the preparation of the following reports:
- 5.2.1 A report of the application, registration and graduation data for transfer students provided in chart form by program, semester, originating and receiving college, will be made available to the Steering Committee,
  - 5.2.2 A report on the GPA of transferring students by program, semester and receiving college, will be made available to the Steering Committee,
  - 5.2.3. Reports on the GPA of transferring students by program, semester and originating and receiving college will be made available confidentially to only the authorized representatives of the originating college.
- 5.3 Additionally, the college Schools of Business and their Registrars will collect information and report to the Steering Committee on:
- 5.3.1 Transfer student satisfaction and
  - 5.3.2 Any anecdotal issues with the transfer process.
- 5.4 To deal in a timely fashion with critical issues that may emerge during the life of the agreement, the Steering Committee may be requested to provide, or require additional information.

## **6. REFERENCES**

HoB -Transfer Agreement for Business/Business Administration **MTCU# 50200 and 60200**

HoB -Transfer Agreement for Business- Accounting/Business Administration- Accounting **MTCU# 50100 and 60100**

HoB -Transfer Agreement for Business- HR/Business Administration- HR **MTCU# 50223 and 60223**

HoB -Transfer Agreement for Business- Marketing/Business Administration- Marketing **MTCU# 52900 and 62900**

## HoB Transfer Agreement Steering Committee

### 7. ATTACHMENTS

#### The Transfer Agreement Steering Committee as of January 2016

##### **Voting Membership**

Joan Campbell	Cambrian College	<a href="mailto:joan.campbell@cambriancollege.ca">joan.campbell@cambriancollege.ca</a>
Alvina Cassiani	Humber College	<a href="mailto:alvinacassiani@humberc.ca">alvinacassiani@humberc.ca</a>
John Conrad	St. Lawrence College	<a href="mailto:jconrad@sl.on.ca">jconrad@sl.on.ca</a>
Gary Hallam	Conestoga College	<a href="mailto:ghallam@conestogac.on.ca">ghallam@conestogac.on.ca</a>
Tina Montgomery	College Boreal	<a href="mailto:tina.montgomery@collegeboreal.ca">tina.montgomery@collegeboreal.ca</a>
Amy Morrell	Centennial College	<a href="mailto:AMorrell@centennialcollege.ca">AMorrell@centennialcollege.ca</a>
Karen Murkar	Seneca College	<a href="mailto:Karen.murkar@senecacollege.ca">Karen.murkar@senecacollege.ca</a>
Mary Pierce; CO - CHAIR	Fanshawe College	<a href="mailto:mpierce@fanshawec.ca">mpierce@fanshawec.ca</a>
Helene Vukovich CO-CHAIR	George Brown College	<a href="mailto:hvukovic@georgebrown.ca">hvukovic@georgebrown.ca</a>

##### **Ex Officio**

###### **HoM**

Marianne Marrando	Seneca College	<a href="mailto:Marianne.Marando@senecacollege.ca">Marianne.Marando@senecacollege.ca</a>
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###### **CRALO**

Sharon Kinasz	Seneca College	<a href="mailto:Sharon.kinasz@senecacollege.ca">Sharon.kinasz@senecacollege.ca</a>
Janice Lamoureux	Fanshawe College	<a href="mailto:jlamoureux@fanshawec.ca">jlamoureux@fanshawec.ca</a>

##### **Project Mgr.**

Jeannine Cookson	Cookson Consulting Group Inc.	<a href="mailto:jeanninecookson@rogers.com">jeanninecookson@rogers.com</a>
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## Appendix D



### Frequently Asked Questions (FAQs) System – Wide Transfer Agreements Implementation

PROGRAMS		
PROGRAM NAME(S)	MTCU#	MTCU#
Business / Business Administration	50200	60200
Business- Accounting / Business Administration - Accounting	50100	60100
Business – Human Resources / Business Admin. - Human Resources	50223	60223
Business – Marketing / Business Admin. - Marketing	52900	62900
ELIGIBILITY		
<ol style="list-style-type: none"> <li>1. Students must be in Good Standing at the end of the first or second year at the Sending College.</li> <li>2. Students must meet any other admission criteria as described by the Receiving College i.e. French Language competency</li> </ol>		
ASSESSING CREDIT EARNED		
How many course credits, is a Receiving College required to provide?	<p>A transfer student must receive recognition for <b>all credits</b> received within the applicable program at the Sending College. One or two years depending on the pathway</p> <p>This may be recognized as an “Exemption”, “External Credit” or Transfer Credit</p>	
How does a Receiving College know if a student has taken the required number of credits?	<p>Individual college Web sites can provide the necessary data.</p> <p>or</p> <p>A <b>Curriculum Pathway guide</b> will be available to provide quick access to all 24 college’s curriculum for the purpose of assessing credit earned and for mapping the student’s necessary Learning Outcomes.</p>	
What is the Curriculum Pathway Guide (CPG)?	<p>The Curriculum Pathway Guide provides a central reference of all like programs in the province of Ontario, mapped to the framework of each agreement.</p> <p>The “<b>Core Courses</b>” are identified with all other courses delivered at each college, for comparison purposes.</p>	
How should a Transfer student’s credits be recognized?	<p>A credit can be identified as “<b>External Credit</b>” “<b>Transfer Credit</b>” or “<b>Exemption</b>”, based on individual college practice.</p>	

## HoB Transfer Agreement Steering Committee

Is the Receiving College required to review Course Outlines/Syllabus prior to granting credit?	No. These agreements are founded on significant curriculum mapping. All courses delivered within the Ontario College system have been deemed acceptable recognition of credit earned and should be recognized as such.
Our policy dictates a 60% Pass as the minimum grade for accepting External credits.	For the purpose of the four Business agreements, if 50% is recognized as a "Pass" at the Sending college, it is to be recognized as a "Pass" at the Receiving College.
If a student has an External Credit or PLAR Credit on their transcript, are they required to present evidence of the original documentation?	All External Credits, Exemptions and PLAR are to be accepted by the Receiving College. A student should not be required to submit evidence a second time.
Our internal process dictates approval for credit can only be granted by the course Department Head not just the Head of Business.	These agreements came to be after significant curriculum mapping including all service courses, in particular Communications and Math. They have been endorsed/signed by all Vice President Academics and are therefore supported by all department heads.
<b>PROGRESSION/GRADUATION</b>	
Our College Policy stipulates a student must attain a minimum overall average of 60% to graduate.	Students are required to meet the Receiving College's Graduation policies. Students should be advised by the Transfer Advisor as to the applicability of their transfer credits, in the overall calculation for graduation purposes.
Our program requires students maintain a 60% average to enter the second/third year of our program.	The language of the agreements recognizes a Pass as a Pass regardless of grade earned or overall GPA.  Transfer students will be required to meet the Receiving Colleges progression and graduation policies in order to Graduate and complete their credential.
Will a Transfer student attain a minimum of 25% of our curriculum to receive our diploma?	Yes, transfer for these agreements will continue to support this policy. A transfer student will still complete greater than 25% of the curriculum at any Receiving College regardless of pathway.
<b>SUSTAINING THE AGREEMENTS FOR 7 YEARS</b>	
Is there a specific curriculum that all colleges are required to deliver?	Each agreement identifies " <b>Core Courses</b> " to be delivered by the completion of the first year and the second year of study. All colleges delivering the applicable programs as of 2013 were to have aligned their curriculum to meet these minimum requirements.
Can we make changes to our programs?	Currently colleges are asked to forestall any curriculum changes until a sustainability plan can be forged among the Heads of Business.
<b>OTHER PATHWAY AGREEMENTS</b>	



## Appendix E - Curriculum Pathway Guide - Core Course Comparison

33

