

TRANSFER INNOVATIONS: REQUEST FOR PROPOSALS

Nutshell: This document solicits from Articulation Committees or related discipline-based groups proposals to design innovative transfer models /mechanisms for specific academic or career programs/disciplines.

INTRODUCTION

BCCAT wishes to encourage the development of flexible and innovative transfer arrangements among B.C. post-secondary institutions that can supplement traditional transfer processes and ease transfer problems. In doing so it recognizes the existence of necessary constraints on credit transfer but wishes to minimize inequities and difficulties faced by students and institutions. Since transfer students can never be sure at which institution they will be accepted, their transfer program should be as flexible as possible, and should enable them to transfer to their intended major or program with reasonable prospects of academic success.

The Transfer & Articulation Committee (TAC) of BCCAT is overseeing a number of projects designed to address the increased complexity of transfer relationships and improve transfer. **The TAC invites articulation committees, or related discipline-based groups, to submit proposals for Transfer Innovations project funding.**

PROJECTS & GOALS

We invite proposals for projects that have as their central objective, a significant improvement in transfer for students. They should provide clear, uncomplicated and flexible additions to course-by-course transfer models. These projects can approach this task in many ways, some examples being:

- 1. Flexible Pre-Major, (Full Project or Analysis Project):** To forge agreements among participating institutions on Flexible Pre-Majors (a set of courses accepted in lieu of first and second year pre-major requirements).
- 2. Descriptive Pathways/Transfer Grids:** To construct Transfer Grids for a particular discipline which outline the courses students should take to maximize transfer credit to all institutions.
- 3. Block Transfer in Applied Programs:** To forge agreements in applied and professional areas, especially those widely taught in the post-secondary system.

- 4. Other Projects:** If any group wishes to submit a proposal outside these three project types (e.g. interdisciplinary, outcomes-based projects), it is suggested you contact BCCAT to discuss the proposed approach.

For further information on Flexible Pre-Major, Descriptive Pathways and Block Transfer projects, refer to the summary 'Transfer Innovation Projects: Descriptions & Deliverables'. For a more detailed discussion, check out the publication 'Innovative Transfer Models: From Theory to Practice' on the BCCAT website <http://www.bccat.bc.ca/articulation/transfermodels.pdf>

PROCESS

It is envisioned that each project will consist of a series of steps that may include:

1. Initial meeting of articulation committee or similar discipline-based group to agree on participants and outcomes for the project, to designate the project coordinator, main contractor or contract team, and prepare either a Letter of Intent or a project proposal.
2. Submission of Letter of Intent to BCCAT (optional, but recommended).
3. Submission of proposal to BCCAT, for review by the Transfer & Articulation Committee.
4. If proposal approved, signing of contract between BCCAT and contractor.
5. Meetings between the project coordinator/contractor and the articulation or discipline committee/sub-committee, either in person or through electronic means such as listserves or teleconference meetings, to discuss findings and agree on recommendations and eventual final report.
6. Presentation of written report/recommendations to full articulation committee; approval of report and endorsement of recommendations by committee.
7. Submission of final report/recommendations to the BCCAT Transfer & Articulation Committee for review and approval.
8. Following approval by BCCAT, payment of any remaining project expense invoices.
9. Posting of the final report, and in some cases project deliverables (such as transfer matrices), in the Articulation Committee section of the BCCAT website and on the BC Transfer Guide.
10. Ongoing maintenance (where necessary) of transfer agreements resulting from project.

LETTER OF INTENT

It is highly recommended that initially a letter of intent be submitted, since the Transfer & Articulation Committee will provide useful feedback that will be helpful in the completion of the full proposal. While there isn't a standard format, it is helpful if the following issues be referred to in the letter:

- Name of Articulation Committee that will sponsor/oversee the project.
- Background: A brief summary of the type of transfer difficulties that would be addressed through this project. Reference could be made to problems students currently face, with difficulties caused for sending and/or receiving institutions also mentioned.

- **Project Type:** If the project concept is similar to one of the existing project categories, project type can be indicated as one of Flexible Pre-major (full project or analysis), Descriptive Pathways/Transfer Grid or a Block Transfer project. If it does not fit one of these approaches, a description can be given of the general objectives and approach that is being suggested.
- **Deliverable(s):** For example, a provincial grid of transferable courses, a template and process for establishing block transfer agreements, a set of core outcomes for first year courses in the discipline. Note that it is expected that one of the deliverables for most projects will be establishing a process for regular updating of the transfer grid, core outcomes or whatever the major project deliverable will be.
- **Committee Support:** Reference should be made to motions and/or discussion at the Articulation Committee(s) sponsoring the project.
- **Name and telephone/e-mail contact information** for the individual(s) completing the Letter of Intent.

ADJUDICATION

The Transfer & Articulation Committee (which normally meets three times a year in February or March, May, and October or November) will adjudicate proposals giving preference to those which have one or more of the following characteristics:

- impact on the greatest number of students, or involve the greatest number of institutions;
- result in system-wide or multi-lateral agreements rather than bilateral agreements;
- utilize a consortium approach;
- provide new templates or models which could be replicated in other disciplines;
- take an interdisciplinary approach.

OTHER HELPFUL INFORMATION

Contractor/Team

BCCAT will give consideration to either a single project contractor/coordinator, or a project team which undertakes responsibility for the project and final report. In either case the contractor or team must be closely related to the discipline, e.g. currently teaching in that discipline. The project coordinator or contractor should be an experienced member of an articulation committee or of a similar discipline-based group, such as a Dean's group or ad hoc discipline-based task force or working group.

Support from BCCAT

The contractor or team must be prepared to work in a consultative manner with BCCAT staff. BCCAT will provide support for the project as requested or needed.

Support from Home Institution(s)

In the case where applicants for funding are employees of educational institutions or agencies, they should alert their home institution(s) as to their application, and provide assurance in the form of a letter of acknowledgement or support from the appropriate administrator (e.g. vice-president or Dean) that the home institution is aware of the implications of a successful application for the allocation of the employee's time, and is agreeable to this possibility.

TIMEFRAMES

The target completion date for each project should preferably be one academic year, and normally no longer than two. Proposals should be clear about the amount of time needed to undertake the project, the number of meetings, etc. It is suggested that the sponsoring articulation committee work out an approximate calendar of events, and attach this calendar to their proposal.

BUDGETS AND FUNDING SCHEDULES

Value of contracts: Up to \$15,000. Every proposal must be accompanied by a detailed budget. The stated maximum value should not be interpreted to imply that a committee should apply for the maximum (e.g. \$15,000) and construct a budget designed to expend that amount. Rather, the proposed budget should be realistic, based on the costs involved in implementing the project, backed up by appropriate estimated allocations. See **Budget Guidelines and Financial Administration of Projects** for helpful information on constructing project budgets.

Detailed funding schedules will be developed for each project. Contractors may choose to invoice for 100% of the contract fee at the conclusion of the contract. Alternatively, interim payments can be made upon receipt of progress reports at intervals mutually agreed to by BCCAT and the contractor. Most often this will mean that a payment of up to 50% of the contract value is made upon receipt of an interim report at the half way point in the project timeline. Interim Reports accompanied by an invoice must show substantial progress towards objectives. See Budget Guidelines for further information on payment schedules.

CONTRACT ADMINISTRATION

There are several ways the administration of contracts can be handled – see **Budget Guidelines and Financial Administration of Projects**. In cases where contract funds are administered through the financial management services of the contractor's home institution, it is very important that prospective contractors provide evidence of support from their home institution in the form of a letter from an appropriate administrator confirming that administration of project funds will be handled through the

home institution. This is particularly important since administration of the contract will require some resource allocation at the institution. The institution's guidelines and procedures should be followed as regards travel and expense reimbursements.

If the contractor elects to administer the contract him/herself, meeting expenses can be paid by BCCAT from the project account. However, the contractor or committee is expected to ensure that these expenses fall within the allocated amounts. BCCAT guidelines for travel, food, etc. must be followed.

PROJECT PROPOSAL DEADLINES

While project proposals (or Letters of Intent) can be submitted at any time during the year, they will be reviewed by the Transfer & Articulation Committee which normally meets three times a year in February or March, May, and October or November.

FURTHER INFORMATION

Interested committees or individuals are encouraged to contact Jennifer Orum, BCCAT Special Projects Coordinator, at **604-412-7679** or jorum@bccat.bc.ca to discuss potential proposals or if they have questions or need more background information.

***A DETAILED CONTRACT WILL BE PREPARED BETWEEN BCCAT
AND MAIN CONTRACTOR FOR APPROVED PROJECTS***

Transfer Innovations and Transfer & Articulation Project Contracts Budget Guidelines and Financial Administration of Projects

For the information of Articulation Committees and Contractors, the following guidelines are provided to assist you in formulating an appropriate budget for your project and to understand the requirements for overseeing the financial aspects of contract administration.

A. Coordination

Coordination refers to the work/time involved in organizing a project, including scheduling, calling and chairing meetings, writing reports, consulting with colleagues or others, researching, etc.

Normally, coordination will be reimbursed as

- a) *Honorarium*: payment to an individual in recognition of time spent on coordination. The amount allocated to an honorarium will normally be expected to fall in the range of 10% to 50% of total project cost.

Or

- b) *Release Time*: Payment to an institution to enable that institution to assign non-instructional workload or to release an individual from teaching or other duties, so that s/he can engage in project coordination. This amount will generally be expected to fall within 10% to 50% of the total project cost, and would not normally exceed the real cost of a one-section time release¹.

Employer concurrence is necessary when the Contractor is also an employee of a public post-secondary institution. Such concurrence should be attached to the project application in the form of a letter from the appropriate manager.

B. Expenses

The following items should be budgeted for as realistically as possible, and receipts kept for all expenses. Receipts for meals are not required when the amount is equal to or less than the prescribed amount for individual meals, as for the BCCAT or institutional per diem amounts.

While it is recognized that face-to-face meetings are a necessary part of many projects, BCCAT also encourages committees and project coordinators to employ electronic means such as e-mail, listserves, teleconference, etc. in order to reduce travel costs.

- a) Travel: See <http://www.bccat.ca/travel.cfm> for a BCCAT Expense Claim Form and reimbursement rates for travel, accommodation and meals, or use the home institution's guidelines.
- b) Meeting expenses: Room rental, coffee and meals, A/V equipment, etc. (Note: Institutional resources such as meeting rooms should be used wherever possible.)

¹ "One section time release" refers to the release of an instructor from duties associated with teaching one semester section of one course (usually 13 to 15 weeks, three instructional contact hours per week).

- c) Meeting facilitation: Fee and expenses for facilitator/moderator.
- d) Report production: In most cases, it is expected that project reports are submitted electronically, although in some circumstances there may be photocopying, printing, mailing or other costs related to production of hard copy reports. Costs relating to designing web pages may be appropriate in certain situations, but not ongoing expenses relating to the maintenance of electronic information or equipment.
- e) Office: Mail, fax, telephone long distance charges, paper.
- f) Other expenses directly related to the project: If in doubt regarding legitimacy of any expense, please check with BCCAT prior to including them in the project budget or incurring the expense as the project proceeds.

C. Administrative Overhead

Many institutions administering project contracts are willing to absorb the costs of administrative overhead, as a contribution to what is normally a project or initiative with system-wide benefits. It is recognized that, for some institutions, absorbing the administrative overhead is difficult. Therefore, where an institution administers the contract for a BCCAT project, that institution may invoice BCCAT at the conclusion of the contract for the real costs incurred, up to a maximum of \$500. While recognizing that this sum may not cover all costs in some situations, BCCAT makes it available in order to acknowledge and express appreciation for the cooperation of institutions administering contracts.

D. General

- a) All costs must be inclusive of GST where applicable.
- b) Project funds cannot be expended on costs associated with the *regular* meetings of a committee, such as an articulation committee, or any other expenses that would be incurred in the natural course of articulation or institutional business. Exceptions may occur where extra and unavoidable charges are incurred in conjunction with other activities of an articulation committee.
- c) If appropriate, please identify funds or support provided or anticipated from other sources (e.g. contractor's home institution, other granting agency) which will be used to support this project. In-kind support can also be itemized.

E. Contract Administration

The Contractor assumes responsibility for all aspects of the project, including overall responsibility for the budget and expense monitoring. The Contractor will normally request that his/her home institution handle the financial administration of the contract, but may elect to administer the budget directly. In either case, he/she must ensure that expenses do not exceed the total budget, as BCCAT will only reimburse up to the maximum of the contract amount. In addition, please note:

- a) If requesting the home institution to administer the budget, the Contractor should contact appropriate internal personnel for approval before submitting the initial proposal, and do so again as soon as the contract is awarded to establish a process for setting up an internal account.

- b) If administering the budget himself/herself, the contractor must collect and submit all invoices and supporting documentation to BCCAT, but can request that BCCAT reimburse individuals directly (e.g., for travel expenses). While every effort will be made to process payments in a timely manner, it can take several weeks to generate cheques. Non-institutional contractors, therefore, should be careful to submit invoices promptly, and should alert their committee members that delays may occur.

F. Alternate Approaches to Financial Administration of Contracts

There are three options for handling the financial administration of TI & TA projects. Note that BCCAT reserves the right to make modifications to the following procedures, taking into account any requirements of BCIT which oversees BCCAT's financial administration.

a) BCCAT contracts with an educational institution which handles the financial administration

- A budget which outlines the funding allocated for various components (e.g., project coordinator honoraria, travel, meeting costs, institutional administration costs) is agreed to as part of the project contract,
- The institution administers the funding, within the framework established by the contract budget.
- In some cases, with BCCAT approval, the allocation of funds to various categories in the budget can be revised during the term of the contract, as long as the agreed-to maximum value for the full contract is not exceeded.
- The institution processes payment for project coordinator honoraria or release time.
- The institution processes items such as travel claims, using their policies & processes, not BCCAT's.
- The institution invoices BCCAT for payments, normally at the mid-point of the contract accompanied by the interim report, and at project completion when the final report is submitted and approved.
- The invoices provide a general outline of funds expended in the same categories as are included in the contract.
- The invoice does not need to include details or documentation of individual expenses (e.g. travel expenses), although receipts/documentation should be retained by the institution for verification by BCCAT, if requested.

- The institution can request an amount, not to exceed \$500, to cover the administration of the project funding; this administrative allowance should be incorporated as part of the project budget.

b) BCCAT contracts with an individual who is an employee of an educational institution; BCCAT handles the financial administration

- A budget is agreed to as part of the project contract, which outlines the funding allocated for various components (e.g., project coordinator honoraria, travel, meeting costs).
- BCCAT administers the funding, within the framework established by the contract budget.
- In some cases, with BCCAT approval, the allocation of funds to various categories in the budget can be revised during the term of the contract, as long as the agreed-to maximum value for the full contract is not exceeded.
- BCCAT processes payment for project coordinator honoraria or release time, upon receipt of an invoice.
- BCCAT processes reimbursement claims such as travel claims (for the project coordinator & members of project committees) with original receipts attached, using BCCAT's policies and forms, & BCIT processes.

c) BCCAT contracts with an individual acting as a contractor/consultant

- A budget is agreed to as part of the project contract, which outlines the funding allocated for various components (e.g., consultant fees, travel, meeting costs),
- The contractor administers the funding, within the framework established by the contract budget,
- In some cases, with BCCAT approval, the allocation of funds to various categories in the budget can be revised during the term of the contract, as long as the agreed-to maximum value for the full contract is not exceeded,
- The contractor invoices BCCAT, normally at the mid-point of the contract accompanied by the interim report, and at project completion when the final report is submitted and approved,
- The invoices provide a general outline of funds expended in the same categories as are included in the contract,
- The invoices should include a description of the travel-related expenses, and, while documentation of individual expenses does not need to be included with the invoice, the contractor is expected to keep copies of documentation/receipts in their records should BCCAT want to review them at a later date.

G. Funding Schedule/Payment of Invoices

BCCAT (through its agent, BCIT) will reimburse expenses upon receipt of invoices and supporting documentation from the contractor or administering institution. Interim payments can be made upon receipt of progress reports at intervals mutually agreed to by BCCAT and the contractor. Most often this will mean that a payment of up to 50% of the contract value is made upon receipt of an interim report at the half way point in the project timeline. Interim reports accompanied by an invoice must show substantial progress towards objectives. Further reimbursements up to 80% of the project budget can be made following the submission of the final report. All outstanding disbursements will be made once the Final Report has been approved by BCCAT.

Once a project proposal has been approved, dates for submission of interim reports, and accompanying requests for payment will be detailed in “Schedule A” of the Project Contract.

Transfer Innovations Project Proposal Form

A. Name of Articulation Committee or group applying for Project

B. Articulation Committee Contact Name(s) and Information

C. Proposed Main Contractor or Team Members, with contact information.

D. Project Type:

- Project 1a. Flexible Pre-Major, Full Project*
- Project 1b. Flexible Pre-Major, Analysis Project*
- Project 2. Descriptive Pathways Project*
- Project 3. Block Transfer of Applied Program*
- Project 4. Other project designed to improve transfer*

E. Brief description of transfer patterns in this discipline, along with any difficulties encountered by students or institutions. (Attach additional pages if required.)

F. Description of outcomes desired from project

G. Description of process to be followed to achieve these outcomes

H. Description of articulation committee endorsement/approval process of this proposal (e.g. attach motion, minutes)

I. Attach detailed proposed budget (see accompanying Budget Guidelines)

J. Deliverables for the Project (see document ‘Transfer Innovations Projects: Descriptions & Deliverables’) Attach sheet detailing which of these, or any others, will be achieved.

K. Anticipated Timelines and Key Steps to be followed (attach outline of events).

Date for Interim Report: _____

Date for Final Report: _____

L. Signature of Chair(s) of Committee or Group applying for Project Funding

Name **Committee/Group**

Name **Committee/Group**

**M. Signature of Administrator at Contractor’s home institution
(see Request for Proposals p. 4, section ‘Support from Home Institution(s)’)**

Name **Institution**

IF PROPOSAL IS APPROVED, A DETAILED CONTRACT WILL BE PREPARED BETWEEN BCCAT AND MAIN CONTRACTOR

Submit the completed form by mail, fax or email to:

The Transfer & Articulation Committee
BC Council on Admissions & Transfer
709 – 555 Seymour Street, Vancouver BC V6B 3H6
Tel: 604-412-7700 **Fax:** 604-683-0576 **Email:** admin@bccat.ca

Date mailed/e-mailed/faxed _____

TRANSFER INNOVATIONS PROJECTS: DESCRIPTIONS & DELIVERABLES

1a. Flexible Pre-major, Full Project.

This project involves designating a set of flexible requirements deliverable by all sending institutions and acceptable to all or a number of receiving institutions as fulfilling the lower level requirements for the major *in lieu of* those for direct entry students or students who transfer without completing the Flexible Pre-major. The project includes negotiating the acceptability of the flexible pre-major with all sending and receiving institutions. This project is suitable for disciplines where transfer is becoming more problematic due to changes in requirements at the receiving institutions or an increase in the number of institutions offering a degree in the discipline.

DELIVERABLES

The project should result in a final report which includes the following information:

1. An Analysis Section, which describes how students typically transfer in this discipline, including:
 - which institutions offer the program
 - the lower level requirements for entering a major (i.e. the pre-major) at all receiving institutions offering the program
 - typical transfer flows or patterns
 - changes in receiving institution requirements in the last few years
 - changes in articulation agreements in the last few years
 - problems in transfer for this discipline
 - for students, for sending institutions, for receiving institutions
 - other relevant information
2. A Consultation section, describing input sought and received from appropriate advising and admissions personnel at both sending and receiving institutions. Such consultation might involve inclusion on the committee or subcommittee.
3. A Rationale Section describing how this new model will make transfer more straightforward or flexible for students, and how it will benefit both sending and receiving institutions.
4. The Flexible Pre-Major: a detailed description of what constitutes the pre-major, any underlying principles which must or should be adhered to, and if appropriate, the exact courses at each institution which equate to or are acceptable to fulfill any required elements.

5. Evidence of formal agreement by participating institutions (as appropriate to each institution).
6. Provision of information in a format suitable for inclusion in the BC Transfer Guide and provision of both print and electronic versions of final report. Electronic version in format appropriate for posting on the BCCAT website.
7. Outline of the process to be used to ensure the Flexible Pre-Major Agreement will be reviewed on a regular basis, and updated when appropriate.

1b. Flexible Pre-major, Analysis Project.

This project involves all the steps leading up to the final design and negotiation of the Flexible Pre-major. Included is the identification of transfer difficulties, the analysis of differences and overlap in curricular requirements between receiving institutions, recommendations for the flexible pre-major curriculum, and recommendations for a committee structure to negotiate the pre-major agreement.

DELIVERABLES

The project should result in a final report which includes the following information:

1. An Analysis Section, which describes how students typically transfer in this discipline, including:
 - which institutions offer the program
 - the lower level requirements for entering a major (i.e. the pre-major) at all receiving institutions offering the program
 - typical transfer flows or patterns
 - changes in receiving institution requirements in the last few years
 - changes in articulation agreements in the last few years
 - problems in transfer for this discipline for students, for sending institutions, for receiving institutions
2. A Rationale Section describing how this new model will make transfer more straightforward or flexible for students and how it will benefit both sending and receiving institutions.
3. Preliminary Recommendations regarding the possibility of a flexible pre-major curriculum.
4. Recommendations for a committee structure to review, and applicable, negotiate the pre-major agreement.
5. Print and electronic versions of final report. Electronic version in format appropriate for posting on the BCCAT website.

2. Descriptive Pathways /Transfer Grid Project.

This project involves devising a grid that illustrates the transfer pathways for all students at all sending institutions to all receiving institutions within a single discipline. It is primarily a descriptive task, and is suitable for those disciplines where transfer is relatively stable and where the lower level requirements are similar across the receiving institutions.

DELIVERABLES

The project should result in a final report which includes the following information:

1. A brief analysis of transfer patterns in the discipline, and background to the project.
2. A Rationale Section describing how the Descriptive Pathways/Transfer Grid will improve transfer for students, and how it will benefit both sending and receiving institutions.
3. A transfer grid detailing all courses included at all institutions.
4. Evidence of formal acceptance by participating institutions (as relevant to each institution) that the information provided is correct.
5. Provision of information in a format suitable for inclusion in the BC Transfer Guide.
6. Provision of both print and electronic versions of final report. Electronic version in format appropriate for posting on the BCCAT website.
7. Outline of the process to be used to ensure the Transfer Grid will be updated on a regular basis.

3. Block Transfer Project.

This project involves designing and negotiating block transfer agreements for applied and career programs where those agreements do not already exist. *It can also involve the extension of current block transfer agreements.* It is suitable for diploma programs which are related to professional degrees, but for which course-to-course articulations are rare, non-existent or inappropriate.

DELIVERABLES

The project should result in a final report which includes the following information:

1. A brief analysis of transfer patterns in the discipline, and background to the project.

2. A Rationale Section describing the need for the Block transfer agreement, and how it will benefit students, sending institutions and receiving institutions.
3. The Block Transfer Agreement, which must detail
 - Each participating institution
 - The exact terms of the agreement, including
 - The participating programs at sending institutions
 - The participating programs at receiving institutions
 - How many credits students will receive upon transfer
 - Any other features such as preferential or guaranteed admission
 - Any conditions before entry such as course grades or GPA, specific required courses, other
 - Any conditions upon entry, such as bridging coursework, sequencing of courses, grade or GPA requirements
 - Effective date of agreement
4. Evidence of formal agreement by participating institutions (as appropriate to each institution)
5. Provision of information in a format suitable for inclusion in the BC Transfer Guide.
6. Provision of both print and electronic versions of final report. Electronic version in format appropriate for posting on the BCCAT website.
7. Outline of the process to be used to ensure the Block Transfer Agreement will be reviewed on a regular basis, and updated when appropriate.