**Frequently Asked Questions (FAQs)**

Note: This information is subject to change, without prior notice. Please consult the appropriate Commonwealth of Learning webpage – [www.col.org/cemba/faqs](http://www.col.org/cemba/faqs) - for the latest updates.

(Updated: October 2014)

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CEMBA/CEMPA Partner Overview

What are the primary objectives of the CEMBA/CEMPA Programme?

The primary objectives of the CEMBA/CEMPA Programme are:

- To enable students in the Commonwealth countries where the Programme is offered to obtain Master degrees in the areas of Business Administration and Public Administration, contributing to their professional growth and career advancement and to their countries' development;
- To develop human resources in various aspects of the areas noted above; and
- To develop quality post-graduate programmes that can be implemented widely in Commonwealth countries and can be recognised across the Commonwealth.

What are the responsibilities/requirements to become a Partner University?

New partners are considered on a case-by-case basis. They must be located in the Commonwealth. Partner Universities:

- Enter into an agreement with COL to enable them to offer the CEMBA/CEMPA Programme under a licence fee arrangement.
- Use COL-developed admission tests. We provide them to our Partner Universities, which then administer the tests under COL-established guidelines. COL Partner Universities determine who is to be admitted to the CEMBA/CEMPA Programme and are responsible for managing student enrolment and programme activities thereafter.
- Use COL course materials (book/modules), as well as their own supplementary materials, such as videos and case studies. Exams and tests are part of the course materials provided by COL.
- Use supplementary materials with a local, national and regional context in the learning environment, as well as opportunities for applied learning.
- Administer all tests, exams, and assignments relating to the CEMBA/CEMPA courses.
- Establish and manage their own learning centres and resources (such as libraries and computer labs), as well as tutor/instructor support.

Information contained herein subject to change without prior notice. Please consult the Commonwealth of Learning webpage for the latest information about CEMBA/CEMPA Programme policies.

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Administration and support varies from each COL Partner University depending on available resources, location of learners and various logistical requirements. You may refer to COL guidelines for administration of the Programme.

If you are a representative from a prospective Partner University, please Dr Godson Gatsha, Education Specialist, Higher Education, Commonwealth of Learning – gatsha@col.org.

Does COL have any information/marketing materials for a Prospective Partner University?

Yes. Please check our website – www.col.org/cemba for the latest updates and information.

Can students audit CEMBA/CEMPA courses and/or take them as electives?

How Partner Universities manage student enrolments is entirely up to them. COL asks that Partner Universities keep a clear record, but our principal interest is in the number of students enrolled in the CEMBA/CEMPA Programme and also in the number of students graduating with the CEMBA or CEMP designations, whether Degree, Graduate Diploma or Diploma. COL also requires student enrolment and graduation figures be disaggregated by gender.

Can students who have been awarded a diploma or graduate diploma complete the CEMBA or CEMP Degree?

Yes, the student can continue on and complete the CEMBA or CEMP Degree.

Is there a Licence Agreement?

Yes. The Commonwealth of Learning CEMBA/CEMPA Licence Agreement is valid for five (5) consecutive years. It must be signed by the Vice Chancellor of the partnering institution. It may be renewed upon mutual agreement.

What is the Licence Fee?

Currently:

- The Licence Fee covers the CEMBA and the CEMP Programme, regardless of whether the Prospective Partner University offers only one stream, or the complete programme

- The Licence Fee is for both correspondence and on-line offerings of the CEMBA/CEMP Programme.

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These may change in the future – subject to the advice of the CEMBA/CEMPA Executive Governing Board and/or Academic Board.

If the Partner University has already signed an Agreement, COL will respect the Agreement as signed. In the case of Agreement renewals, COL and the Partner University will work to achieve mutual objectives, while ensuring the reputation and success of the CEMBA/CEMPA Programme.

**For countries within the Commonwealth**

- The license fee for a five (5) year consecutive Licence is based on the programme fee that the Partner University charges or wishes to charge its students. The licence fee is calculated by estimating the annual programme fee payable by one student over five years for a given institution.

**For countries outside of the Commonwealth**

- Institutions residing outside of the Commonwealth are not eligible to participate in this Programme.
- Please contact Dr Godson Gatsha, Education Specialist, Higher Education by email for more information.

**Licence Fee Terms and Conditions**

Without exception, the Licence Fee is payable in full and in advance of release of any COL materials and/or commencement of the CEMBA/CEMPA Programme. This includes marketing and advertising the Programme.

**Licence Renewal**

Licence Agreements may be extended for a further five-year term, by mutual written agreement, at the prevailing licence fee at the time of renewal.

**CEMBA/CEMPA Terms & Conditions**

**Disputes Settlement and Termination of Agreement**

The CEMBA/CEMPA Consortium involve several universities. The original four universities – Allama Iqbal Open University (AIOU), Pakistan, Bangladesh Open University (BOU), Indira Gandhi National Open University (IGNOU),¹ India and Open University of Sri Lanka (OUSL) began offering the Programme in 2002.

¹ Note: India’s Indira Gandhi National Open University (IGNOU), which was a founding and contributing member of the CEMBA/CEMPA consortium of partner institutions, is currently not participating as a consortium member until further notice.

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An Executive Governing Board is in place to look into any professional problems that a Partner University may raise. COL wants to keep the CEMBA/CEMPA Programme as flexible and collegial as possible, and not tie up institutions and their resources in unnecessary legalese and time-consuming bureaucracy.

If a dispute arises, where a dispute includes any breach of the terms of the Licence Agreement, either party may by written notice to the other refer the Dispute to the senior executive officers of the parties who will make their best efforts to determine a commercially fair and equitable solution to that Dispute. A written decision made by such senior executive officers will be binding on and implemented by all parties.

Partner Universities can exit the Agreement at any point – with 60 business days’ notice – but the Licence Agreement fees are 100% non-refundable.

Exiting Partner Universities will NOT be able to use the COL logo on the graduating documents (i.e., degree, graduating diploma, or diploma), and according to the terms and conditions of the Licensing Agreement, Exiting Partner Universities may not continue to use the CEMBA/CEMPA materials.

Further, COL expects the Exiting Partner Institution to ensure students already enrolled in the CEMBA/CEMPA Programme to be appropriately supported, so that students achieve their objectives based on their original intent when they were first admitted to the Programme.

**How does an Institution join the CEMBA/CEMPA consortium**

**Step I: Prior to the Licencing Agreement**

- **Prospective Partner University (PPU) initiates preliminary discussions with COL Staff** (Higher Education Specialist) focusing on:
  - Programme goals, scope, licensing fee, teaching facilities and related infrastructure, quality, recruitment strategy, consortia activities: accountability and responsibilities; alignment with Millennium Development Goals.
  - Visiting COL CEMBA/CEMPA webpage: [www.col.org/cemba](http://www.col.org/cemba).

- **PPU provides contact information** (i.e., name, title, address, email, phone, fax) of its Vice Chancellor, which will be used in the Licence Agreement.

- **COL sends CEMBA/CEMPA Prospectus to PPU Vice Chancellor for review**
  - PPU reviews information and clarifies COL terms and conditions.

- **COL sends CEMBA/CEMPA Licence Agreement (DRAFT)**

  2 The Draft Licence Agreement is reviewed and approved by COL Finance/Contracts prior to being sent to the PPU. It also includes the list of courses.

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• PPU Vice Chancellor signs Licencing Agreement (FINAL) and returns it to COL
  o COL Finance/Contracts receives Licence Agreement and informs the CEMBA/CEMPA Coordinator

• COL issues an Invoice for Licencing Fee
  o PPU pays Licencing fee in FULL

• PPU Payment successfully clears the financial institution
  o Funds are deposited into COL bank account
  o COL Finance/Contracts inform CEMBA/CEMPA Coordinator

• CEMBA Coordinator informs PPU (primary contact) that funds have been received and successfully deposited into COL account.

Step II: Post-Licencing Agreement

• Partner University (PU) receives welcome package from CEMBA/CEMPA Programme
  o Includes formal letter of introduction (including COL Policies, information on PU accountabilities and responsibilities; and information about consortia activities).
  o PU acknowledges receipt of information.

• PU designates Academic Board Contact(s) – two (2) are preferred

• COL formally introduces new PU and Academic Board contact(s) to CEMBA/CEMPA Consortia Partner Universities – www.col.org/cemba/partners

• COL sends official CEMBA/CEMPA materials including:
  o admissions tests (password-protected)
  o course content (PDF and Word files)
  o course covers
  o Programme Prospectus and Guides

• Invitation to use CEMBA/CEMPA Collaboration Software

The CEMBA/CEMPA Programme uses a proven collaboration tool. It is a highly-effective means of internal collaboration and sharing information among CEMBA/CEMPA consortia members.

We will send you an invitation to join this secure and password-protected environment and request that you log-in frequently. You will be able to change your personal details, once you have logged on.

Marketing & Recruitment Information

COL provides:
• news release on Connections
  o PU reviews DRAFT copy
Becoming a CEMBA/CEMPA Partner University FAQs

Commonwealth Executive MBA/MPA

Information contained herein subject to change without prior notice. Please consult the Commonwealth of Learning webpage for the latest information about CEMBA/CEMPA Programme policies.

www.col.org/cemba

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- website copy
  - for Partner University
  - COL website will be updated ~ www.col.org/cemma
  - Access to CEMBA/CEMPA Basecamp (password-protected)

- welcome/orientation message for students
  - Text and / or Video (if available)
    - Commentary from Professor Asha Kanwar, COL President and Chair of the Executive Governing Board.
    - Commentary from Mr. Vis Naidoo, COL Vice President and Chair of the Academic Board.

Administration Materials

- CEMBA/CEMPA reporting templates
  - # of student enrolments/graduates, gender disaggregated
  - Dates of admission, intakes
  - Student profiles

Step III: Launching & Implementing the CEMBA/CEMPA Programme

COL’s recommended process for launching and implementing the CEMBA/CEMPA Programme is to identify the appropriate personnel and resources. Management/faculty professionals will scrutinise the materials; make decisions about adopting/adapting materials, and put the system in place for delivery and student support. Some of the steps include:

- Review the current CEMBA/CEMPA material (i.e., initial terms of reference)
- Decide to offer it “as is” or modify it for context
- Collaborate with CEMBA/CEMPA Partner Universities to develop and/or modify content
- Line up appropriate study material for students
- Start the recruitment process for students
  - including the admission test; selection and registration processes in place
  - faculty, part-time instructors engaged and are all ready to go, etc.
  - optional: support from CEMBA/CEMPA Partners (online, phone)

Programme Governance

Membership and Participation in AB/EGB

The CEMBA/CEMPA Programme consists of two governing bodies, the Executive Governing Board (EGB), and the Academic Board (AB).

The EGB is the policy formulation body which governs the CEMBA/CEMPA Programme; it has general control over the Programme’s administration and performance. EGB meetings are held at such time and place as decided by the Chair of the EGB, and can be held either face-to-face, or via audio or video conferencing. The head of the Partner University is an invited member of the EGB.
The role of the AB is to plan, develop, review and advise the EGB on and regulate the CEMBA/CEMPA Programme. The AB is a functional body comprised of Professors and/or Business Deans. The head of the Partner University nominates two representatives to the AB: one person to lead the CEMBA stream, and one person to lead the CEMPA stream. If the Partner University is offering the CEMBA stream only, then only one representative can be nominated to the AB. The nomination(s) are forwarded to the Chair of the EGB for review and endorsement.

**Programme Accreditation**

The CEMBA/CEMPA Programme does not have international accreditation, nor is COL an accreditation body. COL recommends Partner Universities to seek programme accreditation at the national level through local accreditation bodies.

**Overseas offering of the Programme**

Requests from individual Partner Universities to enrol non-resident students to the Programme would be circulated to EGB members for speedy resolution on a case-by-case basis. Criteria for approval would include legitimate interests of other partners and the quality of support services available to expatriate students. However it must be noted that Partner Universities will not enrol students from countries where the Programme is already on offer by one of the members of the consortium.

**Credit Transfer**

Subject to the availability of places, credit transfer will be assured between Partner Universities in respect of completed credits. In order to obtain an award of one institution, it will be necessary to complete more than 50% of the credits in that institution.

**Sharing of Supplementary Learning Materials**

COL encourages Partner Universities to develop supplementary learning materials to complement and contextualise the learning materials provided by COL. Learning materials can be in the form of local case studies, study material, and media resource material such as video clips found on YouTube Teacher’s channel, YouTube Educational channel, Vimeo and other educational sites on the Internet. COL requests Partner Universities to share these resources to support and enrich the CEMBA/CEMPA Programme.

**Learner Support**

Partner Universities provide support to the CEMBA/CEMPA Programme through Study Centres and/or their learning management systems.

These Study Centres house a basic library for reference purposes; counselling facilities on predetermined schedules; and information and examination centres for the Programme. Tele-counselling (if it forms part of the student support package) is also accessible at the Study
Centre. For Partner Universities using learner support systems, significant support in the form of faculty and tutor interaction, discussion forums and dynamic content is provided online.

After admission to the CEMBA/CEMPA Programme, each student is assigned a Study Centre where he/she also submits the tutor-marked assignments for evaluation and feedback. Some partner institutions offer these services online instead of hosting them in the study centre.