



Establishing an Affiliated Manitoba School Program Outside of Canada

OVERVIEW

In order to establish a Manitoba affiliated school program, a number of terms and conditions related to administrative criteria, financial expectations, and program and curriculum requirements must be met. The application and approval process normally extends from 12 to 18 months and involves four major stages:

- A. [Submitting a Proposal](#)
- B. [Proposal Review](#)
- C. [On-Site Evaluation](#)
- D. [Entering into a Memorandum of Understanding](#)

It should be noted that each stage of the process must be completed to the satisfaction of Manitoba before a proposal for affiliation can proceed to the next stage.

Manitoba currently considers affiliations based upon two program models (see overview [Appendix 1](#)). Before developing a proposal, parties seeking affiliation must determine which program model will be offered. In making this determination, parties should both be knowledgeable about and give careful consideration to local government or other jurisdictional requirements surrounding education in the country where the school is located. Examples of the general program and curriculum requirements normally set out in an agreement with an affiliated school are outlined in [Appendix 2](#). These requirements are subject to the specific program offered by a school.

To support student success in a Manitoba affiliated program, the initial grade level offerings proposed should span a minimum of at least four years (e.g. Kindergarten to Grade 4, Grade 9 to 12).

As part of the requirements for affiliation by Manitoba, it is expected that schools will adequately resource the program to ensure student success and meet other financial commitments related to hiring staff, inspections and administrative fees. An overview of these financial expectations is outlined in [Appendix 3](#).

Although subject to the specific circumstances and program offering within an affiliated school, schools approved for affiliation will also need to meet a general set of administrative requirements. An example of these requirements is outlined in [Appendix 4](#).

A. SUBMITTING A PROPOSAL

The first step toward establishing a Manitoba school program overseas is to submit a detailed written proposal to the Manitoba International Education Branch. Proposals for new affiliated schools should be received no less than 18 months prior to the date proposed for classes to begin.

The proposal submitted to Manitoba for consideration must provide information concerning the following five areas:

1. [The Business Interest](#)
2. [The Financial Plan](#)
3. [School Description](#)
4. [Manitoba Program Model](#)
5. [Other Pertinent Information](#)

Please refer to [Appendix 5](#) for a detailed description of proposal requirements.

B. PROPOSAL REVIEW

Proposals will be reviewed and assessed by staff within the Manitoba International Education Branch in consultation with the Independent Education Unit and School Programs Division of Manitoba Education. The proposal review process can usually be completed within two to four months; however, if information provided in the proposal is incomplete or otherwise requires further research, this process may take longer. Parties submitting proposals should note that Manitoba is unable to enter into an affiliation agreement without evidence that the Manitoba school program and affiliation has been approved by the local government educational authority.

C. ON SITE EVALUATION

If a proposal is accepted, the Manitoba International Education Branch will make arrangements for an inspective team to travel to the school for an on-site evaluation and to further assess the capacity to fulfill Manitoba program and administrative requirements. This pre-agreement inspective visit is scheduled as soon as possible following Manitoba's acceptance of a proposal, but the timing is dependent on the availability of inspectors.

Following the inspection, a report is prepared and considered by a departmental committee established for this purpose. The committee will make a recommendation as to whether or not affiliation should be pursued. Parties will be notified of the committee's decision as expeditiously as possible.

D. ENTERING INTO A MEMORANDUM OF UNDERSTANDING

If it is recommended that affiliation be pursued, staff from the Manitoba International Education Branch will contact the proponents to negotiate a

Memorandum of Understanding (MOU) setting out the terms under which the Manitoba affiliated school program will operate. All MOUs include the requirement for an annual on-site Manitoba inspection by a minimum of two Manitoba staff. It should be noted, however, that during the first year of operation, two inspections will be conducted to evaluate and support a school's program implementation and to ensure that requirements are being met in a comprehensive way.

During this time, the International Education Branch may also contact government authorities in the country where the school is located regarding the articulation of curricula and the negotiation of an MOU where local jurisdictions also require government-to-government agreements.

The timeline associated with the process of finalizing an MOU largely depends on how quickly negotiations on the MOU can be concluded. The timelines for discussions regarding course articulation and a possible government-to-government agreement vary widely and are difficult to predict.

Once finalized, the MOU will be forwarded to the Minister of Education. Any required government-to-government agreement is typically forwarded for approval at the same time. The Minister may approve, amend, or reject the MOUs.

If approved, the Minister must bring the MOUs before the Executive Council of the Government of Manitoba (i.e. the Cabinet) for approval. The Cabinet may approve, amend, or reject MOUs at its sole discretion. The time required for Cabinet approval may vary based on the frequency of Cabinet meetings.

If approved by Cabinet, the MOU will be endorsed by Manitoba and provided for signature to the affiliated parties, after which time it will come into force.

PROGRAM MODELS - APPENDIX 1

International Program

An International Program uses Manitoba curricula for all courses. All course instruction is delivered in the English language, with the exception of second language courses.

International Programs offering grades from Kindergarten through Grade 8 must meet all Manitoba Program requirements and subject area time allotments as follows:

TABLE 1			
Early and Middle Years Recommended Subject Area Time Allotments			
Subject Areas		Grades 1 to 6	Grades 7 and 8
Compulsory	language arts (English)	35%	27%
	mathematics	15%	17%
	science	10%	13%
	social studies	10%	13%
	physical education/health education	11%	9%
	arts education	10%	8%
Optional	e.g., basic French*, other languages, Aboriginal studies, etc.	9%	13%
Total		100%	100%

International Program offerings in Grades 9 to 12, must include compulsory and optional courses consistent with Manitoba high school graduation requirements set out in Table 2 below. Grade 12 students must also write required provincial standards tests (examinations) in Mathematics and English Language Arts. Full courses are delivered based on 110 hours of related instruction and half credit courses are offered for 55 hours of related instruction.

TABLE 2																																			
Senior Years English Program Graduation Credit Requirements 2009-2010 School Year and Beyond (Minimum of 30 credits)																																			
Compulsory Credits: 17	Optional Credits: 13 credits																																		
<p>Grade 9</p> <p>Compulsory Subject Areas (5 credits)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>language arts (English)</td><td style="text-align: center;">1</td></tr> <tr><td>mathematics</td><td style="text-align: center;">1</td></tr> <tr><td>science</td><td style="text-align: center;">1</td></tr> <tr><td>social studies</td><td style="text-align: center;">1</td></tr> <tr><td>physical education/health education</td><td style="text-align: center;">1</td></tr> </table> <p>Grade 10</p> <p>Compulsory Subject Areas (5 credits)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>language arts (English)</td><td style="text-align: center;">1</td></tr> <tr><td>mathematics</td><td style="text-align: center;">1</td></tr> <tr><td>science</td><td style="text-align: center;">1</td></tr> <tr><td>social studies</td><td style="text-align: center;">1</td></tr> <tr><td>physical education/health education</td><td style="text-align: center;">1</td></tr> </table> <p>Grade 11</p> <p>Compulsory Subject Areas (4 credits)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>language arts (English)</td><td style="text-align: center;">1</td></tr> <tr><td>mathematics</td><td style="text-align: center;">1</td></tr> <tr><td>social studies</td><td style="text-align: center;">1</td></tr> <tr><td>physical education/health education</td><td style="text-align: center;">1</td></tr> </table> <p>Grade 12</p> <p>Compulsory Subject Areas (3 credits)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>language arts</td><td style="text-align: center;">1</td></tr> <tr><td>mathematics</td><td style="text-align: center;">1</td></tr> <tr><td>physical education/health education</td><td style="text-align: center;">1</td></tr> </table>	language arts (English)	1	mathematics	1	science	1	social studies	1	physical education/health education	1	language arts (English)	1	mathematics	1	science	1	social studies	1	physical education/health education	1	language arts (English)	1	mathematics	1	social studies	1	physical education/health education	1	language arts	1	mathematics	1	physical education/health education	1	<p>From subject areas such as:</p> <ul style="list-style-type: none"> • language arts (additional courses for credit) • mathematics (additional courses for credit) • sciences (additional courses for credit) • social studies (additional courses for credit) • basic French • other second languages • the arts <ul style="list-style-type: none"> — visual arts — music — drama — dance • physical education • health education • skills for independent living • technology education <ul style="list-style-type: none"> — vocational education — home economics — business and marketing — industrial arts • others as organized by the school
language arts (English)	1																																		
mathematics	1																																		
science	1																																		
social studies	1																																		
physical education/health education	1																																		
language arts (English)	1																																		
mathematics	1																																		
science	1																																		
social studies	1																																		
physical education/health education	1																																		
language arts (English)	1																																		
mathematics	1																																		
social studies	1																																		
physical education/health education	1																																		
language arts	1																																		
mathematics	1																																		
physical education/health education	1																																		
<ul style="list-style-type: none"> • Students must meet the entrance requirements of the post-secondary education (college or university), training, or work situation they intend to pursue. • Within the optional subject areas, students must complete one Grade 11 credit and two Grade 12 credits. • Note: School-Initiated Courses (SICs) and Student-Initiated Projects (SIPs) may be used to fulfil the graduation requirements within the optional credits to a maximum of 11 and 3 respectively. Depending on the different requirements of the four school programs recognized by Manitoba Education, Citizenship and Youth, the number of possible SICs used as optional credits may vary. 																																			

Note: Manitoba Education recently mandated two new Physical Education/Health Education (PE/HE) courses at grades 11 and 12 as a result of recommendations flowing from the *Healthy Kids, Healthy Futures* Task Force Report.

Once Manitoba program requirements have been satisfied and accommodated within classroom timetables, it may be possible to consider accepting additional courses based on local requirements.

Blended Program

In circumstances where the local educational authority mandates that students must complete local course or program requirements, a Blended Program may be considered that allows for the delivery of Manitoba curricula in combination with local curricula. In order to offer a Blended Program, an acceptable curriculum plan must be developed in conjunction with Manitoba Education which is equivalent to the Manitoba program. All non-Manitoba curricula to be offered in a Blended Program are subject to review and approval by Manitoba.

- i For Kindergarten to Grade 8 Blended Programs, schools must meet all Manitoba Program requirements and subject time allotments (see Table 1 above). A minimum of 50% of the curricula offered in a Kindergarten to Grade 8 affiliated school must be Manitoba curricula.
- ii A blended high school program (Grade 9 to 12) leads to a joint diploma in which a student meets local as well as Manitoba requirements. Students must complete a minimum of 30 credits and meet all program requirements (see Table 2 above) to be eligible to receive a Manitoba high school diploma.

As a consequence of curriculum reviews and the development of an acceptable curriculum plan, proposals requesting consideration of a Blended Program model must provide for an 18 month timeline before the proposed start date of this program offering. Consideration of a proposal for a Blended Program, using local curricula, requires a copy of each curriculum to be provided to Manitoba, translated into English as applicable.

GENERAL PROGRAM AND CURRICULUM REQUIREMENTS - APPENDIX 2

Specific program and curriculum requirements are determined by the type of program and grade level offerings. The following statements reflect general program and curriculum requirements found in agreements with affiliated schools:

- 1) Use Manitoba curricula for all courses offered in the affiliated overseas school.
- 2) On a regular basis, teach all compulsory and optional courses as required by Manitoba Education for the grade level offered.
- 3) Participate in provincial Grade 12 standards tests (examinations) and such other provincial assessments as may be required by Manitoba at other grade levels.
- 4) Provide students with regular, easy access to adequate educational reference material in print, video, audio and/or electronic format (library). Such reference materials must be in English, or in English and the national language.
- 5) Provide students with reasonable, sufficient and regular access to personal computers, educational software and Internet access in support of their studies.
- 6) Where necessary, provide students with additional time at school outside of the classroom and/or a range of extra-curricular activities in which to develop proficiency in English.

English Language Proficiency

Affiliated schools offering high school programming must ensure that students develop a level of proficiency in the English language acceptable to Manitoba for a Manitoba high school graduation diploma. English language proficiency is essential for success at Manitoba and other Canadian universities and colleges and is an important consideration for admission. To this end, it is expected that schools will provide ongoing and consistent access and usage of English language materials in print, audio-visual, and electronic formats. In the event that there are concerns about the level of English language proficiency, Manitoba may require that schools make additional provisions including, scheduling extra time for English language instruction, establishing preparatory program(s), and providing a range of extra curricular activities in English.

FINANCIAL EXPECTATIONS - APPENDIX 3

The following information is provided as a general overview of the financial expectations that must be met by schools affiliated with Manitoba under a Memorandum of Understanding. Parties affiliated with Manitoba will be required to:

- 1) assume all costs of employing appropriate staff, including the principal and teachers.
- 2) assume all costs for print and media textbooks and instructional resources, equipment, supplies, and additional curriculum documents required to support the delivery of Manitoba curricula.
- 3) provide students with adequately equipped, sufficiently modern and safe science laboratories (chemistry, biology and physics).
- 4) assume all costs associated with inspective visits including air (round trip) and ground transportation, accommodation, and meals. Larger inspective teams may visit the school once every three or four years to provide a more extensive program audit.
- 5) pay a yearly fee to cover costs associated with program administration and the authorized use of the Manitoba curriculum.

Manitoba also reserves the right to schedule any additional inspective visits should issues arise that could lead to potential withdrawal of affiliation.

ADMINISTRATIVE REQUIREMENTS - APPENDIX 4

- 1) Employ a principal and teachers who are certified by Manitoba. Ensuring the successful implementation and delivery of the Manitoba curriculum requires capable and professionally-trained educators. To that end, Manitoba strongly recommends that affiliated schools consider the following professional qualifications when evaluating candidates for employment:

Principals should have:

- a) a credential obtained from a Manitoba educational institution with a minimum of a Bachelor of Education;
- b) significant experience teaching the Manitoba curriculum in classrooms in Manitoba; and
- c) educational administration experience, preferably as a principal, department head, or divisional/departmental consultant.

Teachers should have:

- a) a credential obtained from a Manitoba educational institution with a minimum of a Bachelor of Education; and
- b) experience teaching the Manitoba curriculum in classrooms in Manitoba.

Manitoba will periodically review the extent to which a school's staffing complement is comprised of Manitoba-trained and Manitoba-experienced principal/teachers. Where this is deemed to be of concern, Manitoba will require the school to develop and implement an appropriate recruitment plan.

2. Follow Manitoba requirements with respect to the annual school calendar with allowances for local culture and norms concerning school closures and holidays. The school year will normally follow that of Manitoba, that is, September to June.

- 3) Designate a minimum of five (5) days of professional development within the school calendar year. Professional development opportunities must be provided to principals and teachers to ensure currency with the Manitoba curricula, instruction and assessment strategies.
- 4) Arrange for the Manitoba principal to be onsite for a minimum of two months prior to the initial opening date of a new school or program. Based on experience, Manitoba Education recommends that the Manitoba principal arrive well before teaching staff to ensure that preparations for the introduction of the Manitoba program are complete. Such preparations will include:
 - teacher orientation - providing advice and direction as to appropriate teacher working and living conditions
 - program and policy development,
 - scheduling; and,
 - ensuring the availability of necessary resources, curriculum materials and other documents.
- 5) Ensure that students are adequately supervised by responsible adults while at school and while participating in authorized extra-curricular activities, including field-trips.
- 6) Provide students with regular progress and achievement reports and timely feedback on examinations, tests, reports and other forms of assessment and evaluation.
- 7) Establish a code of conduct for students and employ only those disciplinary methods acceptable to Manitoba.
- 8) Maintain a system of student records, subject to audit by Manitoba.

- 9) Provide any other information in the prescribed form as may be set out in the *Handbook of Information for School Administrators in Overseas Schools* or as otherwise requested by Manitoba.
- 10) Abide by all applicable health and safety standards.
- 11) Abide by other pertinent policy, statutory or regulatory provisions that apply to Manitoba schools with possible adjustments for local circumstances as approved by Manitoba.

PROPOSAL REQUIREMENTS - APPENDIX 5

Part 1 – The Business Interest

Please provide information on the proposed business arrangement.

Specifically, there should be details on the following points:

- 1) **School operation** – Indicate who or what entities will be operating the school and the extent of their involvement.
- 2) **Organizational Structure** – Outline the responsibilities of the parties who wish to enter in the affiliation agreement (i.e. Memorandum of Understanding or MOU). This should also include an explanation of the role and duties of supporting persons or entities that may not be signatories to the MOU.
- 3) **Ownership** – Include an explanation of whether the school is public (i.e. receiving most or all of its funding from government) or private (i.e. receiving most or all of its funding from non-government sources including owners/investors, donors, or tuition fees).
- 4) **Reason for Partnership** – Discuss the reasons you wish to have a school that specifically offers the Manitoba curriculum.
- 5) **Timeline** – Provide a proposed timeline, including the date when you wish to start admitting students into the Manitoba program.

Part 2 – The Financial Plan

Please provide information on the proposed financial plan including a multi-year budget. Specifically, there should be details on the following points:

- 1) **Revenue and Resources** – Clearly detail the anticipated sources of revenue for the program and the estimated amount of revenue expected

from these sources. This should include a description of the initial financial outlay to initiate the project and any other resources and/or investors that will be called upon to assist with the implementation and operation of the school. It is important that the owners provide evidence and assurances of financial solvency to meet the initial and ongoing financial commitments.

- 2) **Teacher Remuneration** – Outline the proposed salary scale for the program’s teachers and principal including details of the proposed benefit package. This might include such items as accommodation, utilities, meals, health coverage, travel expenses, vacation and other leave, or performance bonuses.
- 3) **Capital Construction** – Provide estimates of costs associated with any required capital construction for the school to accommodate the Manitoba program.
- 4) **Resources/Materials** – Delineate any costs related to additional resources and materials that will be required in order to meet the Program Requirements. This includes, but is not limited to, textbooks, library materials, teacher and classroom resource materials, and computers.
- 5) **Administration costs** – Provide details on the anticipated administrative costs associated with the launch and ongoing operation of the program. These include, but are not limited to salaries for administrative staff, advertising costs, office furniture and supplies, and communication expenses.
- 6) **School Agent** – Provide details concerning any plans to employ an agent, acceptable to Manitoba, who may be assisting you in locating and hiring staff, purchasing instructional materials, and liaising with Manitoba Education staff.

Part 3 – School Description

Please provide information on the school where the Manitoba program will be offered. Specifically, there should be details on the following points:

- 1) **Educational Authority** – Describe how education is authorized locally and detail which authority holds or delegates the authority to formally recognize the studies of local students. Please define the relationship of the school to the educational authority and provide evidence of this relationship. Indicate what type of approval will be required from the authority in order to implement the Manitoba program and whether this approval has been granted. If this approval has not been granted, indicate how the school will obtain such approval.
- 2) **History** – Summarize the school's history, mission, and belief statement, and any programs the school is currently offering. Please include details as to the credentials that successful students are receiving.
- 3) **Location of school** – Indicate the exact location of the proposed school, providing a mailing address and a description of the general area in which the proposed school is situated.
- 4) **Size of School** – Provide a detailed description and/or drawing of the physical plant, which includes the total square area of the building, the size and number of instructional spaces (including classrooms, gymnasium, science laboratories, libraries, computer laboratories), administrative spaces (including offices and staffroom), multipurpose room, theatre or auditorium, indoor and outdoor recreational spaces, and toilets and storage. Please detail current and projected student enrolment.

- 5) **Description of Facility** – Describe the school in terms of the facilities, amenities, and/or services it will offer to students and staff (access to internet, computer availability, on-site library, etc.). If available, please provide pictures of the school and its facilities (either hard copy or electronic). Please include pictures of classrooms, library facilities, science, and computer laboratories, cafeterias, dormitory rooms, staff and faculty offices and proposed accommodation for teachers.

- 6) **Demographics** – Provide a description of the demographic makeup of the school population. What grades are taught at the school? Are the students local nationals only or are international students also enrolled?

- 7) **Administration of School** – Outline the current administrative structure of the school and any modifications that will be made in order to meet the criteria outlined under Administrative Requirements Appendix 3.

- 8) **School Policies** – Provide copies of written school policies related to student discipline, student supervision, student assessment and evaluation, parental involvement and appeal processes, and teacher/administrator evaluation.

- 9) **School Year and School Day** – Please explain the structure of the academic year and demonstrate how it fulfills Manitoba school calendar requirements (including provision of 5 days of professional development) with any necessary allowances for local culture and customs. If the proposal concerns a high school program, please indicate what amendments or modifications, if any, will be required to ensure the structure complies with the requirement for Grade 12 students to write Manitoba provincial standards tests (examinations). Please provide detailed timetables which outline how courses are scheduled in a typical day and a typical week to meet Manitoba subject time allotments and credit requirements.

Part 4 – The Manitoba Program

Please provide information on what kind of program you would like to offer students and to what extent you are seeking these studies (all or part) to be recognized by the Government of Manitoba. Specifically, there should be details on the following points:

- 1) Grade Levels** – Please indicate which grade levels you would like to offer for students. If you wish to offer only some grade levels initially and phase other levels in at a later date, please provide a detailed timeline of how this will be done.
- 2) Program Type** – Please explain what type of program you envisage offering to students. Specifically, indicate the intention to offer the International or Blended Program.
- 3) Program Implementation** – Please describe what kind(s) of academic program(s) is (are) currently in place. Please also indicate what amendments or modifications, if any, are needed in order to meet the Manitoba program requirements.
- 4) Student Entry Requirements** – Please describe the school's expected requirements and related policies for student entry into the Manitoba program. What criteria will be used to recruit, select, admit and retain students in the Manitoba program?
- 5) Human Resource Planning** – Please detail your plan for recruiting and employing a Manitoba certified administrator and Manitoba certified teachers.

Part 5 – Other Pertinent Information

Please provide some additional general information in order to assist us in assessing your proposal. You may, of course, add any other information that you feel may be of value, but there should be details on the following points:

- 1) **Competitive Environment** – Provide a brief assessment of the competitive environment in which the school will be operating. Include specific reference to the proximity of and implication for other Canadian programs.
- 2) **Marketing Strategy** – Summarize your proposed marketing strategy to ensure that the enrolment targets of your business plan are met.
- 3) **School Residence** – Indicate whether the school will have an on-campus residence. If so, please describe the facilities if you have not already done so under Part 3.
- 4) **Mutual Benefit** – Give a brief description of how this proposal will be of benefit to all parties involved in the partnership
- 5) **Meeting the Program Requirements** – Where you have not already done so, please indicate how you intend to meet the specific criteria related to program requirements set out in Appendix 1 and 2.
- 6) **References** – Where possible, please provide the contact information for references of individuals or organizations with which you have worked in the past. Canadian references are preferred, but not required