



Implementing Institution-Wide Agent Management

David Parkinson

Dale Yellowlees

❑ Institutional Context

- Medical-doctoral university
- 13 colleges and schools
- Total enrolment of about 23,000
- Historically use of agents undertaken by Language Centre
- Language Centre cost recovery so more “business driven”
- Language Centre an “outlier” so more flexible



Intentional “Ethos”

- Institutional mistrust of and unfamiliarity with agents
- Language Centre cultivated a diplomatic approach over time
- Increasing awareness of and investment in internationalization
- Fragmentation of campus – hard to get leadership
- Creation of SEM Assistant Vice Provost position

Process

- Project Charter established with an executive sponsor
- Purpose to “create and adopt standardized and coordinated student recruitment management practices”
- Examine current recruitment management practices
- Investigate best practices used by other institutions
- Develop standardized principles, guidelines and practices

❑ Deliverables

- Definitions: “agent”, “student/faculty ambassador”, etc.
- Principles and Best Practices
- Agent screening: application process, evaluation, agreements
- Agent Onboarding: training, resources, communications
- Agent management and issue resolution



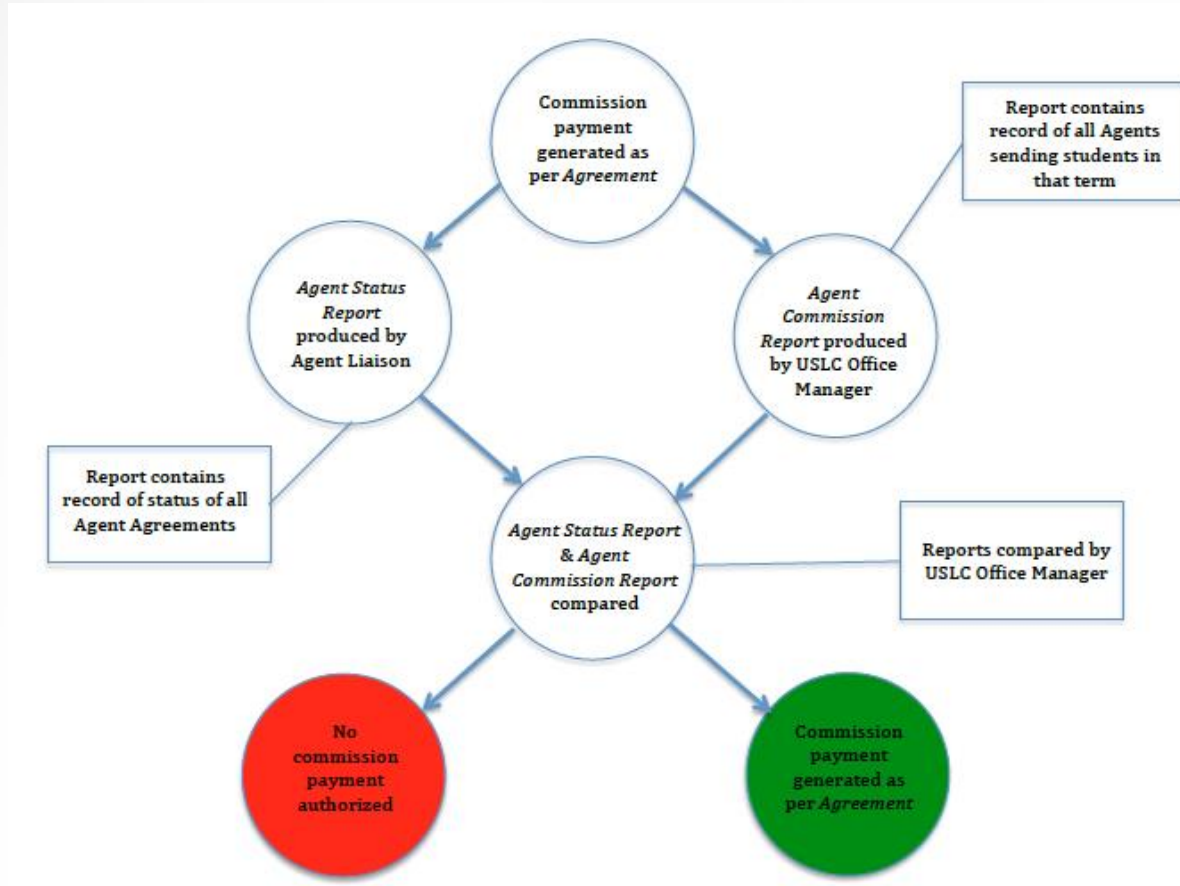
❏ Deliverables...

- Commissions: amounts, incentives, invoicing, payments
- Evaluation and feedback
- Renewals
- Agent deployment by market, size of agency, consortia
- Technology: central storage of agreements, information collection and data reporting requirements, technology support



Summary of Best Practices for Agent Management: Key Considerations and Strategies for Policy and Practice						
Categories	NAFSA	Canada	USLC / U of S	UK	Australia	NACAC
Definitions	"An agent is defined as a third-party individual or group that acts in conjunction with and/or on behalf of an education institution as part of a comprehensive strategy for the recruitment of international students." (NAFSA)	"education agent" (sometimes referred to as an "education consultant") refers to an individual or organization offering "education advising services to students and their parents in exchange for a fee (paid by students and their families) and/or a commission (paid by an [educational] institution they represent...)"	"An agent is defined as a third-party individual or organization engaged on a contractual basis to assist the university in recruitment of students in return for financial consideration."	Adopt definition from GOV.UK website under Export Agents for International Trade10 and this includes: Help to sell goods abroad; Act on the principal's behalf by introducing him/her to overseas customers; Give information and contacts for overseas markets; Identify opportunities	An agent is described as a "bridge between the many people involved in international education - including students, parents, providers and homestay families - providing a pivotal link between them". Agents can provide the following: 1) promotion, 2) marketing, 3) market research; 4) customer service; 5) alumni services, 6) business development; 7) services for regional or niche markets. (Queensland Dep't of Education and Training)	Agencies can be defined as companies or individuals (agents) in the business of of recruiting international students. Agencies are compensated by the institutions they recruit for, usually contingent upon the referral of enrollees.
Benefits (Pros)	Year round in country representation; knowledge of local language and local context/culture; on-ground intelligence, screen applicants for fit, follow up with local leads, assist with in country logistics and meetings, can be cost effective (good ROI) (NAFSA)	Agents and agencies provide advice, counsel, and placement assistance to prospective students and their families. First, agents can provide an efficient, cost-effective way for institutions to recruit in circumstances where and when they lack the time, resources, or acumen to do it themselves. Second, institutions believe that not using agents would put them at a significant competitive disadvantage vis-à-vis other top destination countries like the United States Lastly, institutions use agents as a response to student preference. Students prefer to put their trust in someone that speaks their own language and understands them and their needs.	Year round in country representation; maintain a "store front" on behalf of the university allowing daily in-person and on-line access for prospective students and families; knowledge of local language and local context/culture; on-ground intelligence, screen applicants for fit, follow up with local leads, assist with in country logistics and meetings, can be cost effective (good ROI)	Markets are large, dynamic, difficult and competitive; see agents as necessary and them as "a vital tool" and "a key part of our strategy". Unique resources agents bring; has local connections contacts with government and scholarship agencies, key in some markets. Language competency; strong local/regional knowledge, particularly in large diverse countries; Provide quick access to new markets. More cost effective, funding formulas make it easier to get \$ to pay agent than to hire more staff. Can pre-screen applicants, verification of documents and provide friendly face for distant institution. Assist with visa questions that institution cannot answer.	Provides marketing and promotion for a target market; provides firsthand information on trends and opportunities; gives on-the-ground support allowing for less time spent physically by institution in that market (cost saving); has local expertise such as language and cultural understanding of market; allows access to "high-risk markets" without exposing own staff to danger; may provide "one-stop shopping" for a student. (Queensland Dep't of Education and Training)	Helps institutions bring in a diverse international student body, adding to the educational experience for domestic students and faculty. International students are often self-financed and prepared to bear the full cost of their education, bringing considerable fiscal benefits to the institution.
Concerns (Cons)	Misrepresent institution (purposeful or unintended), purposefully keep institution out of market, ongoing cost of training/materials, overlapping agent territories, potential legal issues, falsification of documents, overcharging students (advising it is going to institution), unknown enrolment variable, damage to relationships, invoicing for students not placed (NAFSA)	most efforts have involved persuading agents and jurisdictions to voluntarily comply with codes of practice and conduct Concerns regarding the potential damage to institution in branding and reputation	There is always concern that an agency's business objectives might conflict with the university's educational aims (quality of students, suitability for the U of S or study abroad in general, etc.). High rate of counselor turnover in some countries. This requires constant attention to training to maintain awareness, commitment and competence.	Agencies with high turnover lack ability to represent effectively. Higher risk of reputational damage as University has less control over methodology. Higher risk of legal or regulatory implications due to varying jurisdictions and less control. Agents are outcome driven thus pressure to achieve can result in misrepresentation, falsification of documents, and false promises.	Schools must find resources to manage agents; money paid for commissions might be used in other ways to market and recruit; following regulations and policies on managing agents; agents may not be regulated; possible damage to reputation of institution. (Queensland Dep't of Education and Training)	Students can become victims of fraud, and financial damage as well as other adverse outcomes. Students and their parents may not realize that agents are receiving a commission from the institution as those parents may be paying the agent directly for their advice, a practice otherwise known as "double-dipping." Institutions themselves can be exposed to risk if strict accounting and auditing procedures are not in place.

Process Mapping: Agent Commission Approval



Thank you for your kind attention!



Follow us on WeChat!

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U of S Language Centre

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dale.yellowlees@usask.ca

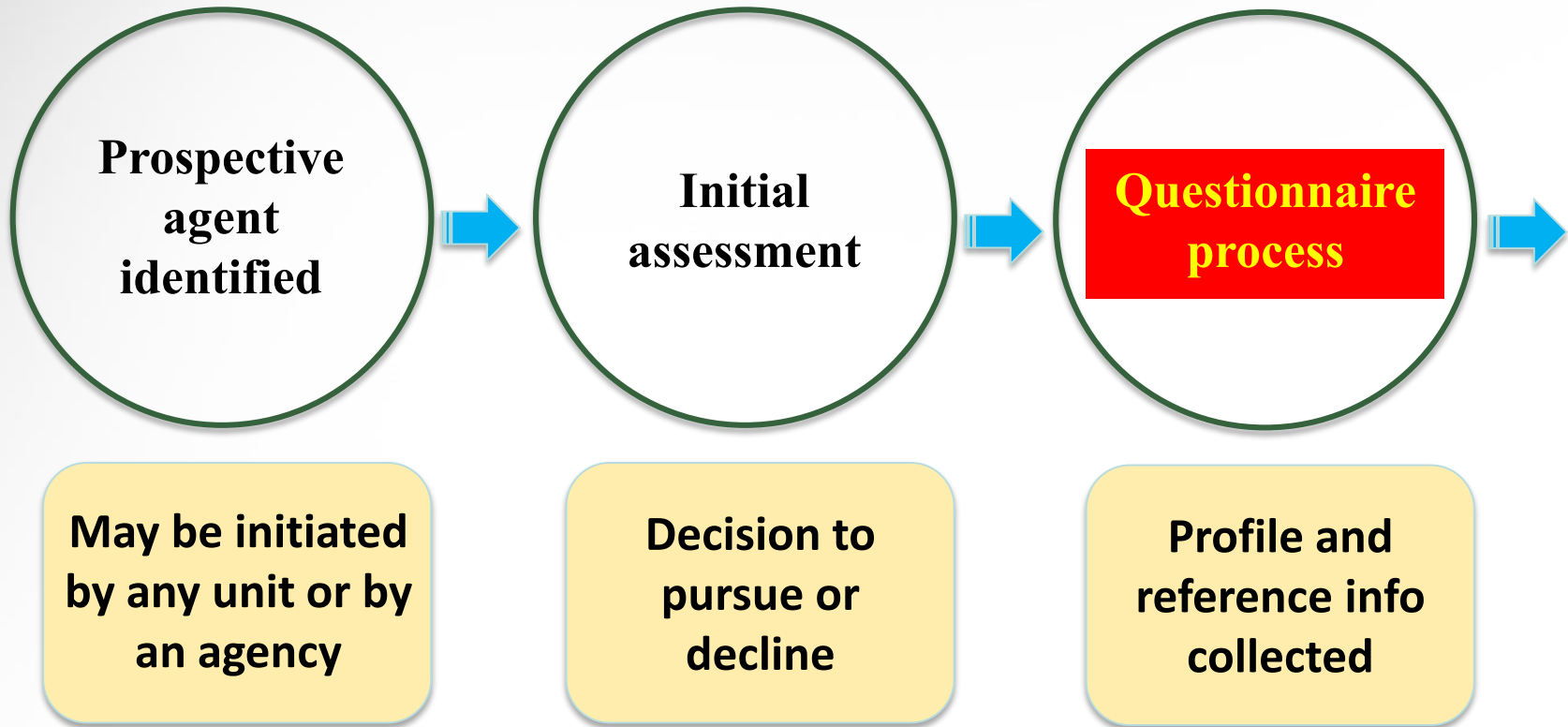
UNIVERSITY OF SASKATCHEWAN

Agency Management System



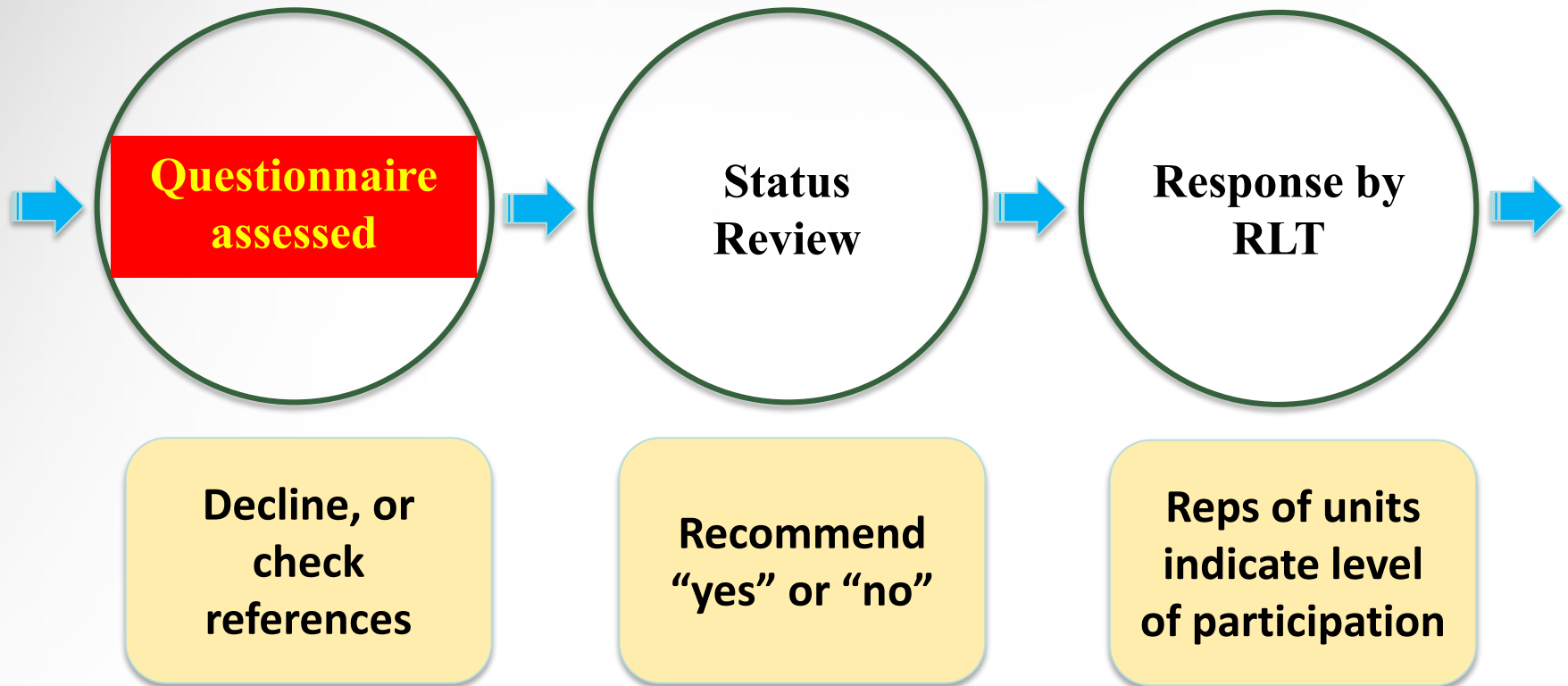
Agency Management System

Process.1



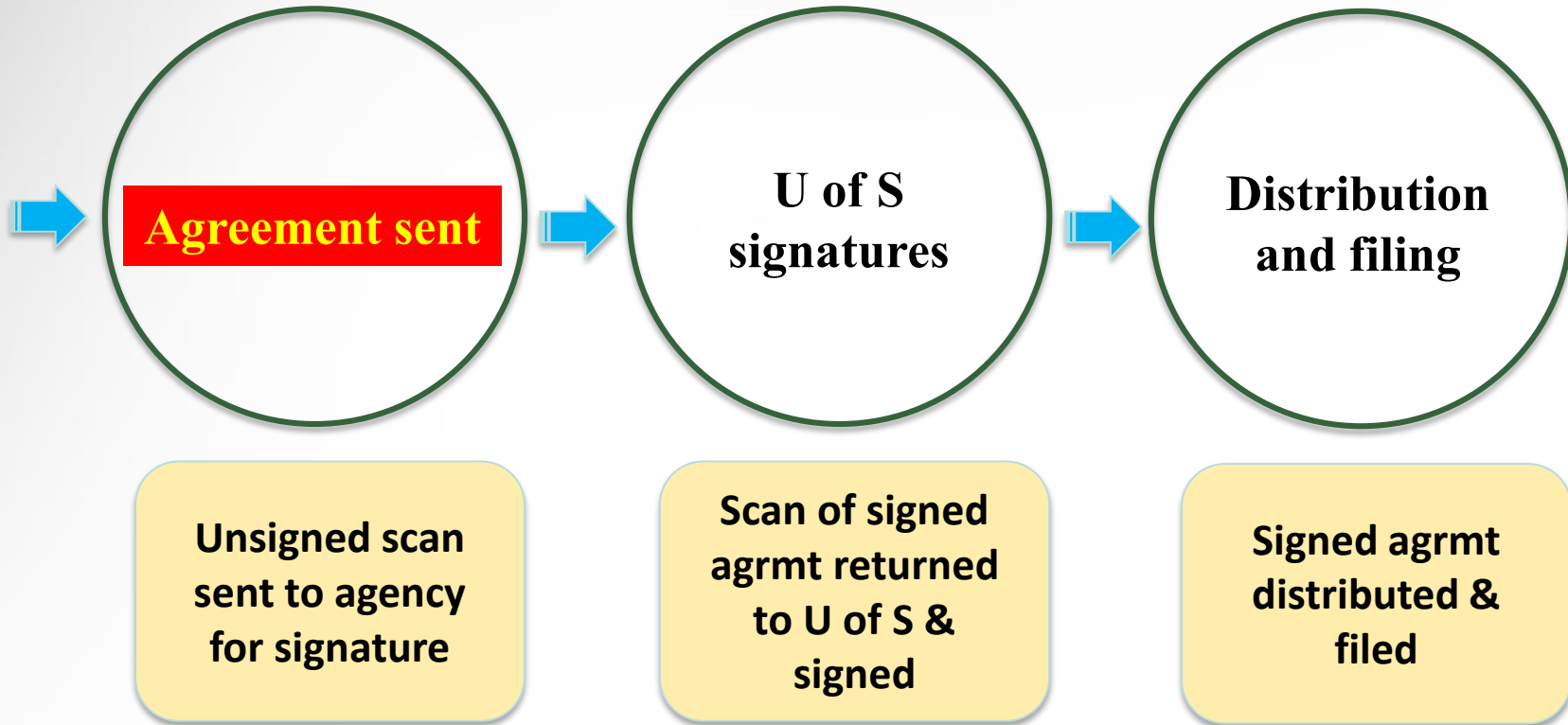
Agency Management System

Process.2



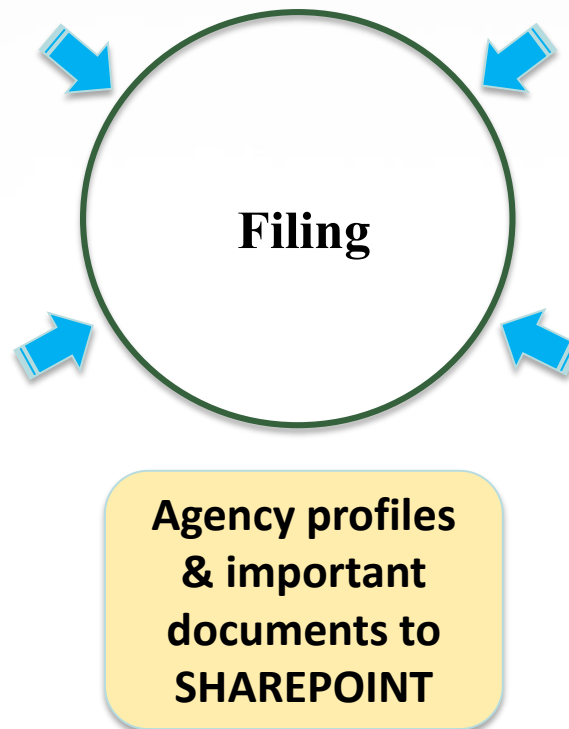
Agency Management System

Process.3



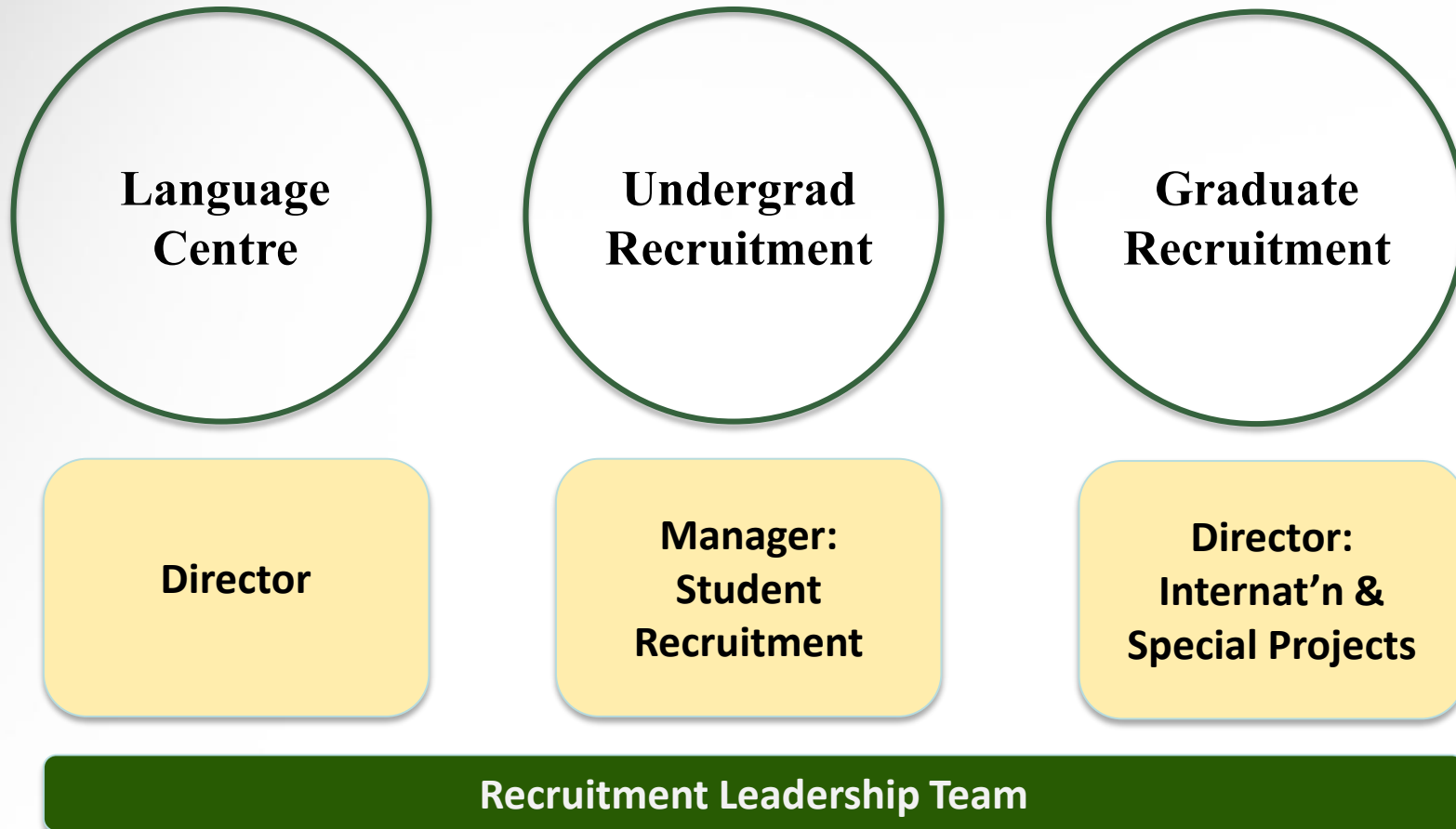
Agency Management System

Process.4



Agency Management System

Structure.1



Agency Management System

Structure.2

Recruitment Leadership Team

Clerical Assistant

Liaison Coordinator

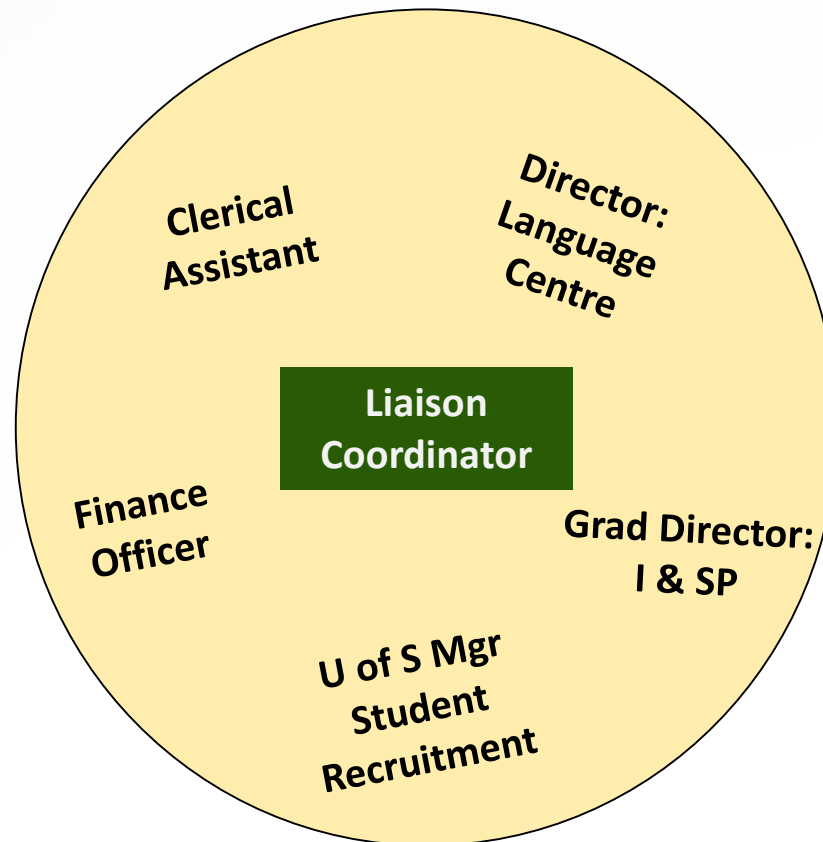
Finance Officer

University officers / signatories

Agency Management System

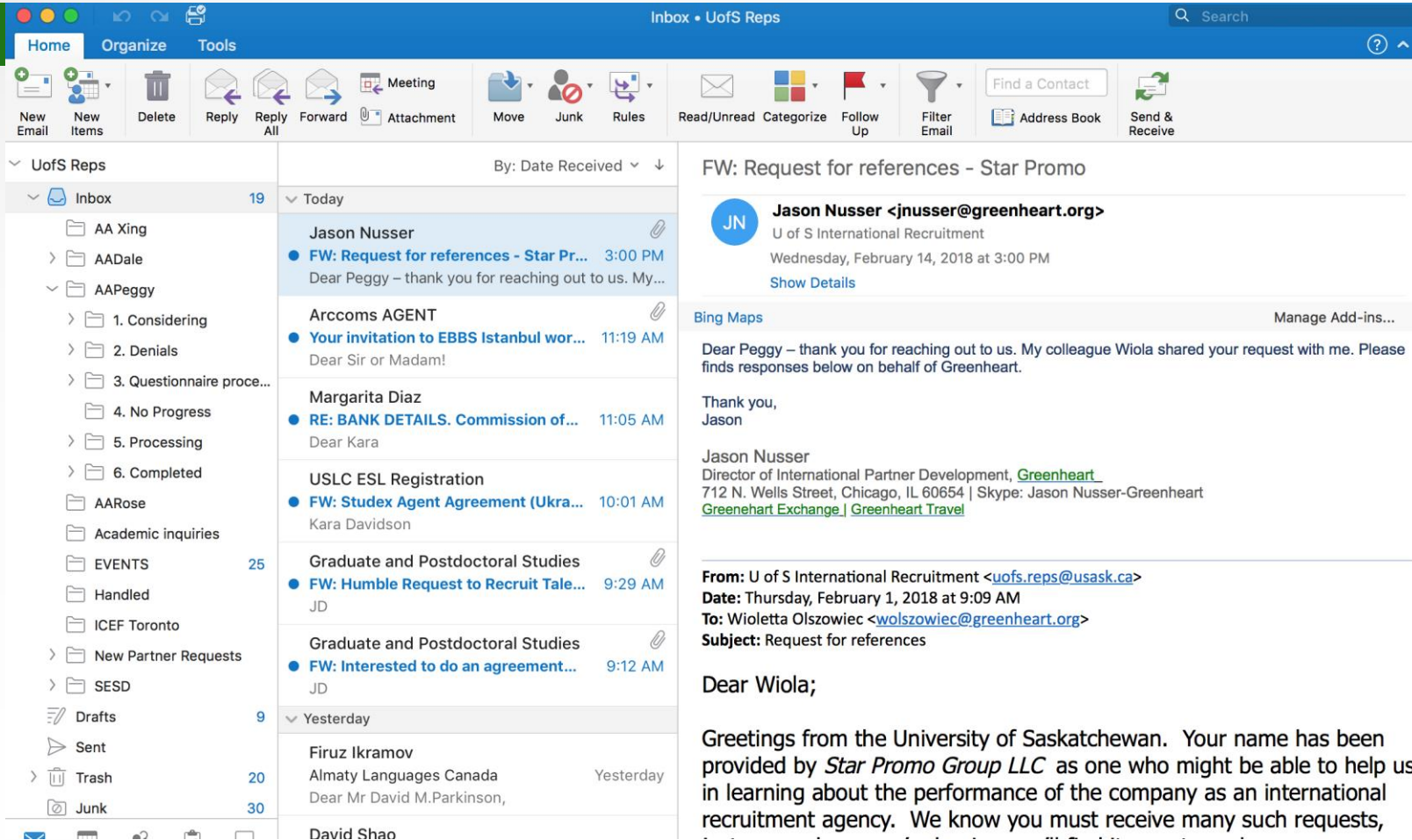
Structure.3

TEAMWORK



Agency Management System

Tools.1



Inbox • UofS Reps Search

Home Organize Tools

New Email New Items Delete Reply Reply All Forward Attachment Meeting Move Junk Rules Read/Unread Categorize Follow Up Filter Email Find a Contact Address Book Send & Receive

UofS Reps By: Date Received

Inbox 19

- AA Xing
- AADale
- AAPEGgy
 - 1. Considering
 - 2. Denials
 - 3. Questionnaire proce...
 - 4. No Progress
 - 5. Processing
 - 6. Completed
- AARose
- Academic inquiries
- EVENTS 25
- Handled
- ICEF Toronto
- New Partner Requests
- SESD
- Drafts 9
- Sent
- Trash 20
- Junk 30

Today

Jason Nusser
 ● **FW: Request for references - Star Pr...** 3:00 PM
 Dear Peggy – thank you for reaching out to us. My...

Arccoms AGENT
 ● **Your invitation to EBBS Istanbul wor...** 11:19 AM
 Dear Sir or Madam!

Margarita Diaz
 ● **RE: BANK DETAILS. Commission of...** 11:05 AM
 Dear Kara

USLC ESL Registration
 ● **FW: Studex Agent Agreement (Ukra...** 10:01 AM
 Kara Davidson

Graduate and Postdoctoral Studies
 ● **FW: Humble Request to Recruit Tale...** 9:29 AM
 JD

Graduate and Postdoctoral Studies
 ● **FW: Interested to do an agreement...** 9:12 AM
 JD

Yesterday

Firuz Ikramov
 Almaty Languages Canada
 Dear Mr David M.Parkinson, Yesterday

David Shao

FW: Request for references - Star Promo

JN Jason Nusser <jnusser@greenheart.org>
 U of S International Recruitment
 Wednesday, February 14, 2018 at 3:00 PM
 Show Details

Bing Maps Manage Add-ins...

Dear Peggy – thank you for reaching out to us. My colleague Wiola shared your request with me. Please finds responses below on behalf of Greenheart.

Thank you,
 Jason

Jason Nusser
 Director of International Partner Development, [Greenheart](#)
 712 N. Wells Street, Chicago, IL 60654 | Skype: Jason Nusser-Greenheart
[Greenheart Exchange](#) | [Greenheart Travel](#)









From: U of S International Recruitment <uofs.reps@usask.ca>
Date: Thursday, February 1, 2018 at 9:09 AM
To: Wioletta Olszowiec <wolszowiec@greenheart.org>
Subject: Request for references

Dear Wiola;

Greetings from the University of Saskatchewan. Your name has been provided by *Star Promo Group LLC* as one who might be able to help us in learning about the performance of the company as an international recruitment agency. We know you must receive many such requests,

Agency Management System

Tools.1

- ▼  AAPeggy 
- ▶  1. Considering
- ▶  2. Denials
- ▶  3. Questionnaire proce...
-  4. No Progress
- ▶  5. Processing
- ▶  6. Completed

Agency Management System

Tools.1

- 6. Completed
 - 360 Education Group
 - AC Estudios En El E...
 - AOJI
 - ApplyBoard
 - Assiston
 - Beijing Oxbridge Ed...
 - Beijing Zhaolong
 - Best Way
 - Bijo Overseas-Immi...
 - BlueSky (2)
 - Bright Immigration
 - CanAchieve
 - Canada Best
 - Canada Incredible
 - Canadian Education...
 - Canadian Experience
 - Canadian Study Ce...
 - Canam Consultants
 - Career Mosaic
 - Century Nit Consult

- Career mosaic
- Century Nit Consult
- CESET
- Chopras
- College Chalho
- CULTURE CONNECT
- Dai Duong
- Dalian Xingquan
- DAZOG
- Edtex
- EDUCATION CONS...
- EduViet
- Edwise
- egitimAL
- EIC
- FSS
- Geebee, India ☆
- Glesca education
- Global Education All...
- Global Soc Res & E...
- GND Advisors Inc.
- Golden Sky Educati...

- Let's go Canada
- Lovesun Travel & C...
- Luis Dorantes
- Maple Visa (Sherrie...
- Maples Overseas
- Marigold Internatio...
- MERCAN
- Mericler
- MYS Education Ser...
- NC Solicitors
- New Pathway
- Nista Lang Sc... ☆
- Oh! Study, Twm
- Pacific International
- Paso
- PFL Group Internati...
- Pioneer Immig
- Prism Overseas Edu...
- PROSPEROUS INTN...
- Pyramid
- R.K. Law Company
- ROC

- Great Success
- HACE
- Henry Global
- HKPS
- iCare
- ICEA
- IDP
- ieducare
- INDER Intntl
- Information Planet
- International Admis...
- International Educat...
- International Experi...
- iSTEM-BD (1) ☆
- JJL
- JNS Education Con...
- Kaizen
- Kamilon, Jpn
- KEN AFFOLDER
- KimOkran
- Let's go Canada

- ROC
- Santa Monica Study...
- School Apply
- Sehdev
- Shanghai Junrong
- Shanghai Ruijin
- Shanghai Shangshi
- Shinyway
- Sich Overseas
- Sino-Ca Education (...)
- SLARK
- SmartBE (Studex)
- SME
- Step-Up Overseas
- STEPS, Peru (2)
- Student Excha... ☆
- Student Overseas
- STUDYLINK
- Thais Mascarenhas
- The Education Com...
- True Dream, VN

- True Dream, VN
- Untitled Folder 1
- Vancouver Today
- Viet Duong IED 1
- Vitoli Chophy
- Vyvchay!
- Well Trend
- Westcoast
- Westcoast Internati...
- WISEWAY
- Woori
- XDF New Oriental
- Yes2Uni ☆

Agency Management System

Tools.1



PARTNER QUESTIONNAIRE

PLEASE READ CAREFULLY: *Completing this form completely will show the university that your company will take the relationship seriously and will be professional in dealing with your clients and the university. Please provide complete information according to the instructions.*

COMPLETE THE FORM AND RETURN IT TO:

agents@usask.ca

Company Name <input type="text"/>	Date Completed <input type="text"/>
What countries will your students come from? <input type="text"/>	

1. Please provide complete contact information about the company.

Mailing Address <input type="text"/>			
City/Town <input type="text"/>	Province/State <input type="text"/>	Postal Code <input type="text"/>	Country <input type="text"/>
Name and title of person in charge <input type="text"/>		Name and e-mail of person who will communicate with the U of S <input type="text"/>	
Agency Website <input type="text"/>		Alternate E-mail <input type="text"/>	
Telephone Number <input type="text"/>		Fax Number <input type="text"/>	

Agency Management System

Tools.2

2. Please give the names of other universities or major colleges (Canadian universities preferable) who can tell us about your professional relationship. Individuals named must be Canada-based employees of the university and college.

1) University Name		
<input type="text"/>		
Contact Person	Telephone Number	E-mail
<input type="text"/>	<input type="text"/>	<input type="text"/>
2) University Name		
<input type="text"/>		
Contact Person	Telephone Number	E-mail
<input type="text"/>	<input type="text"/>	<input type="text"/>
3) University Name		
<input type="text"/>		
Contact Person	Telephone Number	E-mail
<input type="text"/>	<input type="text"/>	<input type="text"/>

Agency Management System

Tools.3



3. Please describe the company, including the following:

Length of time in business using this name

Number of offices in your country

Number of partner offices sending students to you

Number of counselors available to students

Number of staff who speak and write English

Number of staff who have studied in Canada

Number of years the company has sent students to Canada

Number of students sent to Canada in the last 12 months

4. Please tell us about the kinds of students you expect to be able to recruit in the next year.

For each category, please estimate the percentage of your clients likely to select each program.

% ESL only (4 weeks or less)

% ESL only (6 to 10 weeks)

% ESL only (10 weeks or more)

% ESL for special purposes (business, etc)

% ESL plus certificate or diploma course

% ESL and bachelor degree

% ESL and Masters or higher

% Bachelor degree with no ESL

% Masters or higher with no ESL

Agency Management System

Tools.4

5. Please describe the activities of your company.

What services do you provide to students before they go to Canada?

What services do you provide to students after they go to Canada?

6. Will students pay fees to your company for the services provided? How much will you charge them?

7. Please tell anything special about your company's services, programs or plans for the future.

Agency Management System

Tools.5



U of S Recruitment Management Team

Review of Agency Status (to be used only for evaluation re. making an agreement)

New Renew

Date (yyyy/mm/dd)

Company	Country	Date of first agreement (yyyy/mm/dd)

PROGRAM AREAS

None

LC

UG

Grad

LC + UG

LC + Grad

ALL

Relevant considerations (recruitment history, agency network, professionalism, cooperative efforts, etc)

Agency Management System

Tools.6

Notes (Any team member may enter relevant information here regarding the agency and the proposed agreement.)

Unit Recommendations (Please enter a brief note indicating your vote. End with your NSID.)

Format: *Dec 20/16: My unit will participate / decline to participate / oppose this agreement. dby226*

LC

UG

GRAD

Decision

Approve Deny Other

Agency Management System

Tools.7

SharePoint Newsfeed OneDrive Sites

BROWSE HELP ITEMS LIST Yellowlees, Dale ⚙️ ?

UNIVERSITY OF SASKATCHEWAN Vice-Provost Teaching and Learning Intranet Agent Management System ⌵ Committees Office of the VPTL **Agent Management** Events

Agencies

+ new item or edit this list

All Agencies MailChimp list Test ...

Agency Name	Market	Agency Website	Agreement Status	Years In Effect	Current Agreement E
03 Athletics Foundation	Nigeria;	http://www.o3-athletics.org	Declined		
101103821 Saskatchewan Ltd. - IIBC	Serbia; Hungary; Mexico; Philippines; China;	http://iibc.ca	New: In Progress		4/30/2020
101133234 Saskatchewan Ltd.	Korea, Republic of;	http://www.pravedu.com	Current	2009,2010,2011,2012,2015,2016,2017,2018	7/10/2018
360 Education Group Limited	China;	http://www.360.edu.ca	Current	2015,2016,2017,2018,2019	2/3/2019
360 Media	Chile;	http://www.360media.cl	Dormant	2014,2015	5/30/2015
5 River Immigration Services	India;	http://5riverimmigration.com	Declined		

Agency Management System

Tools.8

[+ new item](#) or [edit this list](#)

All Agencies

MailChimp list

Test

...



✓	Agency Name	Market	Agency Website	Agreement Status	Years In Effect
	03 Athletics Foundation	... Nigeria;	http://www.o3-athletics.org	Declined	
	101103821 Saskatchewan Ltd. - IIBC	... Serbia; Hungary; Mexico; Philippines; China;	http://iibc.ca	New: In Progress	
	101133234 Saskatchewan Ltd.	... Korea, Republic of;	http://www.pravedu.com	Current	2009,2010,2011,2012,2015,2016,2017,2018
	360 Education Group Limited	... China;	http://www.360.edu.ca	Current	2015,2016,2017,2018,2019
	360 Media	... Chile;	http://www.360media.cl	Dormant	2014,2015
	5 River Immigration Services	... India;	http://5riverimmigration.com	Declined	

Agency Management System

Tools.9

[+ new item](#) or [edit this list](#)

All Agencies

MailChimp list

Test





✓ Agency Name	Market	Agency Website	Agreement Status
Central African Republic		http://www.o3-athletics.org	Declined
Chad			
Chile		http://iibc.ca	New: In Progress
China			
Christmas Island			
Cocos (Keeling) Islands		http://www.pravedu.com	Current
Colombia		http://www.360.edu.ca	Current
Comoros			
Congo		http://www.360media.cl	Dormant
Congo, The Democratic Republic of the		http://5riverimmigration.com	Declined
Cook Islands			
Costa Rica			Current

Agency Management System

Tools.10

[+ new item](#) or [edit](#) this list

All Agencies

MailChimp list

Test

...



✓	Agency Name	Market ▼	Agency Website	Agreement Status	Years In Effect
	101103821 Saskatchewan Ltd. - IIBC	... Serbia; Hungary; Mexico; Philippines; China;	http://iibc.ca	New: In Progress	
	360 Education Group Limited	... China;	http://www.360.edu.ca	Current	2015,2016,2017,2018,2019
	AL International Program Counselling	... China;		Dormant	2011,2012
✓	Alvis Tsui (FSS) Inc.	... China; Hong Kong; Korea, Republic of; Japan; Taiwan, Province of China; Macao; Viet Nam; Ukraine; Russian Federation; India;	http://www.fsscanada.com	Current	2015,2016,2017,2018

Agency Management System

Tools.11

[+ new item](#) or [edit this list](#)

All Agencies MailChimp list Test ...

Find an item

Agency Name	Market	Agency Website	Agreement Status	Years In Effect
101103821 Saskatchewan Ltd. - IIBC	... Serbia; Hungary; Mexico; Philippines; China;	http://iibc.ca		
360 Education Group Limited	... China;	http://www.360education.com		2015,2016,2017,2018,2019
AL International Program Counselling	... China;			2011,2012
Alvis Tsui (FSS) Inc.	... China; Hong Kong; Korea, Republic of; Japan; Taiwan, Province of China; Macao; Viet Nam; Ukraine; Russian Federation; India;	http://www.fss.com		2015,2016,2017,2018

Ascending
 Descending

Clear Filters from Agreement Status

Current
 Declined
 Dormant
 Expired
 New: In Progress
 Renewal: In Progress

Renewal: In Progress
Close

Agency Management System

Tools.12

[+ new item](#) or [edit this list](#)

All Agencies

MailChimp list

Test

...



✓	Agency Name	Market ▼	Agency Website	Agreement Status ▼	Years In Effect
	Amber Education (Hong Kong) Services Ltd.	... Hong Kong; China; Ukraine;	http://amberedu.com	Renewal: In Progress	2018
	Archway Immigration & Consulting Services Inc.	... China;	http://www.archwayimmigration.com	Renewal: In Progress	2017,2018
	Beijing Promising International Consulting	... China;	http://www.picg.org	Renewal: In Progress	2014,2015,2016,2017
✓	<u>Can-Achieve International Education Limited</u>	... China;	http://www.canachieve.com.cn	Renewal: In Progress	2007,2008,2009,2010,2011,2012,2013,2014,2015,2016,2017
	Canada Glory Immigration Ltd	... China;	http://www.gloryvisa.com	Renewal: In Progress	2017
	Chincheng International Education Consulting	... China;		Renewal: In Progress	2011,2012,2013,2014,2015,2016

Agency Management System

Tools.13

Home

Agencies

Agency Documents

Document Bank

Group Management

Manage Group
Membership

Manage Groups in IAM
Video

Site Contents

Agency Information

Agency Name * Can-Achieve International Education Limited

Markets China

Address (street info only) 802 Tower B, Jian Wai SOHO Office Building
No. 39 Dongsanhuan Zhonglu, Chaoyang District

City Beijing

Province/State

Postal Code 100022

Country China

Fax Number (86) 10-5869-4171

Agency Management System

Tools.14

Agency Website <http://www.canachieve.com.cn>

Admin Contact Jim Lin

Admin E-Mail jimlin@can-achieve.com.cn

Commission Contact

Commission E-Mail

Marketing Contact Cilla Yang

Marketing E-Mail cillayang@can-achieve.com.cn

Agency Management System

Tools.15

Fax Number (86) 10-5869-4171

Phone Number (86) 10-5869-9445-8028

Agency Website <http://www.canachieve.com.cn>

Admin Contact Jim Lin

Admin E-Mail jimlin@can-achieve.com.cn

Commission Contact

Commission E-Mail

Marketing Contact Cilla Yang

Agency Management System

Tools.16

Agreement Status	Renewal: In Progress			
Years In Effect	<input type="checkbox"/> 2006	<input checked="" type="checkbox"/> 2007	<input checked="" type="checkbox"/> 2008	<input checked="" type="checkbox"/> 2009
	<input checked="" type="checkbox"/> 2010	<input checked="" type="checkbox"/> 2011	<input checked="" type="checkbox"/> 2012	<input checked="" type="checkbox"/> 2013
	<input checked="" type="checkbox"/> 2014	<input checked="" type="checkbox"/> 2015	<input checked="" type="checkbox"/> 2016	<input checked="" type="checkbox"/> 2017
	<input type="checkbox"/> 2018	<input type="checkbox"/> 2019	<input type="checkbox"/> 2020	<input type="checkbox"/> 2021
	<input type="checkbox"/> 2022	<input type="checkbox"/> 2023	<input type="checkbox"/> 2024	<input type="checkbox"/> 2025
Current Agreement Expiry Date	10/3/2017			
Negotiation Status	Processing Completed			
Commission Rate	10%			
Parties to Agreement	<input checked="" type="checkbox"/> UG	<input checked="" type="checkbox"/> USLC	<input type="checkbox"/> Grad	
Most Recent Negotiation Status Change Date	7/4/2017			

Agency Management System

Tools.17

Agency Documents

<input type="checkbox"/>	Type	Name	Agency	Content Type	Modified	<input type="checkbox"/> Modified By
		[Curr] 2014-Oct-03 Can-Achieve Education_Agreement Signed	Can-Achieve International Education Limited	Agreement Document	6/30/2017 9:50 AM	Moan, Peggy
		[Exp] 2007-Jan-05 Can-Achieve Education_Agreement Signed	Can-Achieve International Education Limited	Agreement Document	6/30/2017 9:50 AM	Moan, Peggy
		[Exp] 2007-Sep-28 Can-Achieve Education_Agreement Signed	Can-Achieve International Education Limited	Agreement Document	6/30/2017 9:50 AM	Moan, Peggy
		[Exp] 2008-Oct-03 Can-Achieve Education_Agreement Signed	Can-Achieve International Education Limited	Agreement Document	6/30/2017 9:50 AM	Moan, Peggy
		[Exp] 2011-Oct-03 Can-Achieve Education_Agreement Signed	Can-Achieve International Education Limited	Agreement Document	6/30/2017 9:50 AM	Moan, Peggy

An aerial photograph of the University of Saskatchewan campus, showing various buildings, green spaces, and surrounding fields. Three large, semi-transparent green circles are overlaid on the image, each containing text. The top of the image features a title in bold black font, with the second line in italics.

UNIVERSITY OF SASKATCHEWAN

Agency Management System

**Language
Centre**

**Undergraduate
recruitment**

**Graduate
Studies**

Agency Management System

Before, we were in a state of uncertain roles, responsibilities and procedures. Now we pull together.

