



# International Relations Office Handbook



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This Handbook was developed within the framework of the TOOLKIT project (“Designing and managing international relations, educational projects and mobility schemes in Asian Universities”), financed by the European Union, Erasmus+ Key Action 2 Capacity Building in Higher Education program. TOOLKIT’s main aim is the enhancement and modernization of the internationalization strategies pursued by Asian universities, especially in terms of the capabilities in building up an “Asian way” to internationalization. The framing of a more advanced and internationalized HEIS, in each of the Asian Countries involved, may contribute to amplify the cooperation on a regional and global level, creating wealth and wellbeing. From a social point of view, the development of a strongly internationalized University system may be conducive to the advancement of multiculturalism and offer a unique opportunity to both local students and Faculty members to confront and learn from other international HE Institutions. TOOLKIT is a multi-country project, which comprises Higher Education Institutions from Laos, Myanmar and Sri Lanka. The Toolkit Consortium includes 3 European Universities – The University of Bologna (UNIBO), Uppsala University (UU), Vilnius University (VU); 2 Laotian Universities – National University of Laos (NUoL), Souphanouvong University (SU); 3 Myanmar Universities – University of Yangon (YU), Yangon University of Economics (YUEco), Yezin Agricultural University (YAU) and 2 Universities from Sri Lanka – University of Peradeniya (UoP)-University of Kelaniya (UoK).

The drafting of this Handbook represents the most valuable product of the tasks and activities performed under the framework of the project’s Work Package 4: Effective mobility flows management in Asian Universities. The University of Uppsala took the lead in coordinating all the activities foreseen in WP 4, however all Asian partners contributed to this real cooperative effort (see more information on the TOOLKIT project activities here: <https://site.unibo.it/toolkit/en/project/activities>).

The objective of this handbook is to set a unified guideline for International Relation Offices, and support university internationalization through the design and management of mobility schemes. The expansion and better organization of IRO’s will hopefully serve as encouragement for more foreign university cooperation and increased student and staff mobility.

## Table of Contents

I Strategies and Management of Mobility Programmes .....	6
1. Strategies.....	6
The Structure of the IRO.....	6
The Role of the IRO .....	6
Competency for IRO Staff.....	6
Key Performance Indicators (KPIs) for the IRO.....	7
Quality Assurance System .....	7
Internationalization/Mobility in the University Strategic Plan .....	7
University Policies on Internationalization and Mobility .....	7
Asynchronous/synchronous Online Training .....	7
Strategies for Staff Mobility Programmes .....	8
Enhancing internationalization .....	8
Credit Transfer Policy.....	8
2. Infrastructure Development Strategy Targeting Mobility Programmes.....	8
Reasons for Infrastructure Development .....	8
Alumni Forum.....	9
Handbooks for Inbound and Outbound Staff and Students.....	9
International Student Association .....	9
Practical Information Brochure.....	9
Cultural Do's and Don'ts.....	9
3. Management.....	10
Database Management System .....	10
Guidelines for Inbound and Outbound Mobility Programmes.....	10
Counselling Service for Mobility Programmes .....	11
Selection Criteria for the University/Programme .....	11
Progress Monitoring Mechanism for Mobility Programmes.....	11
Risk Management Strategy .....	11
Visa .....	12
II Outbound mobility.....	13
1. Setting the Criteria.....	14
2. Application Procedure .....	14
3. Health Certificate .....	15
4. Selection Process .....	15
Academic Purpose Statement (Motivation Letter) .....	15
Decision Process .....	15
Revision Process.....	16

5. Arrangement for Exchange Program .....	16
Information Session .....	16
Visa .....	16
Air ticket .....	16
Travel & Health Insurance .....	16
Tuition Fees & Living Expenses .....	17
Accommodation Arrangement .....	17
6. Recognition of Studies (Credit Transfer) .....	17
7. Reporting, Recording, & Publicizing.....	17
Reporting.....	17
Recording/Reporting and Evaluation.....	17
Publicizing.....	18
8. Monitoring the Progress of the Mobility.....	18
III Inbound Mobility.....	19
1. Definition of Inbound mobility.....	19
2. Basic requirement for inbound mobility.....	19
Available Courses for International Students.....	19
Approval from the Ministry Concerned.....	19
3. Application process.....	19
Compiling Application Documents.....	20
General Selection Criteria.....	20
Selection Process .....	21
Informing the Selection Results .....	21
4. Before the Students Arrive .....	21
Health Insurance .....	21
Guidelines for the Incoming Students .....	21
5. After Arrival of the Students .....	22
Welcoming of New Students.....	22
Registration at the Receiving University.....	22
Accommodation: Living on or off Campus .....	22
Orientation Session.....	22
Buddy Program .....	22
Participating in Cultural Programs .....	23
Language Classes .....	23
6. After Completion of The Course .....	23
Feedback and Report.....	23
Assessment, transcripts, and certificates .....	23
Publicizing Details of Student Mobility .....	23



Alumni Network .....	23
7. Inbound staff mobility .....	23
Before Arrival of the Researcher/Staff .....	24
After Arrival of the Researcher .....	25
Annex 1: Model for the Policy of Internationalization .....	27
Annex 2: A Model for Credit Transfer Policy for the University .....	29

# I Strategies and Management of Mobility Programmes

## 1. Strategies

### *The Structure of the IRO*

The International Relations Office (IRO) is responsible for fostering the internationalization of the university. The IRO is structured to be well-functioning in the tasks of formulating a proper internationalization policy, designing and implementing internationalization projects, collaborating and coordinating with international partners, and promoting and facilitating the international mobility of students, teachers, and staff of the university. It is important to have a proper policy framework as the IRO plays an important role in supporting internationalization of the university by evolving and changing standards and trends in the international environment.

### *The Role of the IRO*

1. Developing & implementing an internationalization strategy for the institution under the guidance of the university council/board of management. The IRO must identify a number of external and internal challenges that affect the progress of the university's goal towards becoming a prominent global university.
2. Supporting faculty members in teaching and researching in collaboration with international organizations, and encouraging student participation in study abroad programmes by creating linkages between partner organizations.
3. Promoting student and staff mobility including reciprocal exchange programmes.
4. Disseminating and exchanging information between the home university and its partners through various platforms.
5. Acquiring and disseminating information relating to scholarship and fellowship programmes.
6. Searching for partners and drafting MoUs/MoAs for collaborative research/teaching activities and/or students/staff exchange with partner universities.
7. Providing information on funding agencies/loan schemes through various channels of communication including university websites, brochures, social media, and so on.
8. Establishing a network among faculty members in respective fields to coordinate faculty mobility programmes after finalizing an MoU/MoA
9. Organizing multicultural and/or social activities in every semester to facilitate intercultural Interactions.
10. Managing and facilitating international cooperation programmes and projects.
11. Advising and guiding the students-seeking international mobility opportunities.
12. Organizing international events such as workshops, conferences, meetings etc.
13. Seeking the opportunities to strengthen research capacity of faculty members and students through international collaborations.
14. Facilitating cooperation and coordination of faculties and departments of the home university with international partners.
15. Organizing cultural exchange programmes, events, and activities for visiting scholars and students from partner universities/organizations.

### *Competency for IRO Staff*

The staff members of IRO should have the following qualifications:

1. Able to work effectively in English.
2. ICT skills.
3. Knowledgeable in intercultural communications.
4. Ability to strengthen connectivity and collaboration with international partners.
5. Ability to prepare, draft, and process MoUs/MoAs/MoDs with international partners.
6. Experience in event management.

## *Key Performance Indicators (KPIs) for the IRO*

In preparing KPIs, the IRO needs to undertake the activities reviewing the factors related to its performance, assessing its operational capabilities, strengths and weaknesses, and setting unit-specific targets, and identifying activities to undertake to ensure the targeted performance is met. In this process, the IRO must work in collaboration with faculties and related administrative departments. Here is a selection of the KPIs that can be applied to the IRO. Universities can apply some from the following KPIs:

1. Time taken to process the documents.
2. Number of cooperative research activities over the past 3 years.
3. Effective MOU/MOA/Mod/Exchange Notes (EN), etc.
4. Number of exchange activities/programmes.
5. Number of international students registered per year.
6. Number of academics.
7. Number of collaborative projects.
8. Number of collaborative programmes/projects with embassies.
9. Number of international conferences, workshops, and events.
10. Number of awareness programmes for students and faculty members.
11. Number of scholarship and grant opportunities for international research and academic programmes.
12. Other indicators related to or included in the internationalization strategy.

## *Quality Assurance System*

A quality assurance system should be operationalized systematically and identify areas of improvement for a well-functioning IRO.

1. Maintain accountability and transparency by eliminating any conflict of interest when executing its internationalization activities.
2. Effective, efficient, and comprehensive working procedures.
3. Effective filing, record-keeping and knowledge management.
4. Having proper guidelines to make the work easier and to ensure it's being executed properly.
5. Effective communication channels.
6. Proper and timely dissemination of accurate information.

## *Internationalization/Mobility in the University Strategic Plan*

Internationalization strategies should be included in the university's strategic plan, which is one of the most important documents of the university. Through this plan, partner universities understand the university's future plans, especially for internationalization. As part of this, the IRO should establish its activities in a systematic way based on the overall objectives and the expected outcomes of the university's strategic plan.

## *University Policies on Internationalization and Mobility*

Each university should develop a policy framework on internationalization. This TOOLKIT Handbook provides a basic framework and draft template for drafting policy document on internationalization and mobility (Annex-A1). This policy document provides the legal and administrative instructions for the institution to streamline all of its activities. Student and staff mobility are the most important functions of the university's internationalization. Mobility plans should be detailed in the internationalization plan, as well.

## *Asynchronous/synchronous Online Training*

Further development of internationalization strategies, functions, and performance of IROs and their staff are mainly dependent on multimode capacity development and training programmes. Although face-to-face training is recommended, during the COVID 19 pandemic virtual asynchronous/synchronous training programmes with selected partner universities are preferable for disseminating information and stimulating the interest of

international students to participate in their preferred university's mobility programmes. All agreements with international universities should include an element of capacity-building for IRO staff.

### *Strategies for Staff Mobility Programmes*

There are different forms of staff mobility programme, such as co-teaching, co-researching, analysing research papers by academics from different institutions, receiving or giving training, etc. There may also be administrative staff, and also IRO staff, mobility programmes for their capacity development in internationalization and also for the administrative functions at respective universities. The strategies should encourage these staff mobility programmes through institutional, faculty, and personal search. This encouragement can be reflected in several ways. For example, decentralization of the right to cooperate with external partners, in which faculties can directly cooperate either with academic departments or universities abroad to implement internationalization activities based on their particular needs.

### *Enhancing internationalization*

Internationalization is the process of developing, implementing and integrating the international, intercultural and global perspective into the purpose, functions and delivery of higher education of an institution. This mainly involves students and staff exchange and collaborative research programmes. Therefore, it is necessary to increase international custom-made programmes to accommodate more international students into the institution. Goals of the institution should include internationalization.

### *Credit Transfer Policy*

A model policy document that could be developed according to governing regulations of the university is attached (Annex-A2)<sup>1</sup>. This policy should clearly define the key principles, such as course content similarities, complementarities (for example about 70%), and course content overlap (for example about 40%) for acceptance, and limits of credit transfer if applicable. Course content or expected learning outcomes should not overlap more than 40% with the one(s) that students have already studied.

## **2. Infrastructure Development Strategy Targeting Mobility Programmes**

### *Reasons for Infrastructure Development*

A university should have at least sufficient basic infrastructure and facilities such as libraries, laboratories, dormitories, restaurants, prayer rooms, washrooms, etc. with well-maintained sanitation facilities, and good Internet connection.

Attention should be paid by the institution to develop the following minimum infrastructure requirements to facilitate mobility programmes using any source of available funding. The University's senior management should take the responsibility.

1. Libraries: One main library and one library at each faculty level
2. Laboratories: at least one fully equipped laboratory at the Faculty/Department level where lab work is needed.
3. Accommodation facilities: Male and female residential facilities suitable for international students.
4. Prayer room/s: It is important to assure that students have a place for their prayers if not already established by the university.
5. Good Internet connection: The institution should establish a satisfactory internet connection and provide free access to students to facilitate their learning and ensure communication requirements are met.

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<sup>1</sup> Additional information on policies could be obtained from the AUN-ACTS credit transfer system on the following link: <https://apps.acts.ui.ac.id>, or on [https://www.share-asean.eu/sites/default/files/SHARE\\_HandBook\\_October%202018%20%2825102018%29.pdf](https://www.share-asean.eu/sites/default/files/SHARE_HandBook_October%202018%20%2825102018%29.pdf)



## *Alumni Forum*

The IRO is the focal point of establishing a special alumni forum of the mobility students and can link them with the university alumni as well. The IRO should use alumni from mobility programmes to recruit and advise new participants. Alumni should share their experience with new students when available.

## *Handbooks for Inbound and Outbound Staff and Students*

IRO should develop two separate handbooks providing required basic guidance/ information for inbound and outbound staff and students. These handbooks provide details on all relevant aspects for staff and students and publish them online and if possible, link with the alumni network to allow staff and students to share first-hand experience from senior members as well.

## *International Student Association*

International Student Association should be an organization that combines all of the nationalities representing the host university campus to promote cultural appreciation and international friendships. This association should be established by the IRO to welcome all students to join the diverse group of people representing various nationalities and cultures. Moreover, this association should possess a wealth of information about academic programmes and courses, campus resources, social opportunities and student life at the university. The specific objectives of the association should be:

1. to exchange cultural backgrounds;
2. to develop friendships among students;
3. to support and assist with the welfare of students;
4. to conduct social and educational activities;
5. to promote understanding and goodwill among the host university students and inbound mobility students and;
6. to engage in other extra-curricular activities.

Multicultural activities can give an opportunity for students to share and experience different cultures, promote social pluralism, establish new networks among students and provide an opportunity for relaxation. Activities may include, international food exhibitions, cultural shows including participation in national festivals, camping, hiking, guided tours, and etc.

## *Practical Information Brochure*

The IRO should prepare an online practical information brochure (as a quick guide) to provide information about application procedures, courses offered, visa regulations, insurance requirements including health insurance, travel insurance and private liability insurance, information for welcome week, on-campus and off-campus accommodation, and pre-departure proceedings for mobility participants on the university webpage. An orientation programme should be organized to familiarize the participant with the host country's culture, norms, customs and education system, and the host university.

## *Cultural Do's and Don'ts*

Mobility participants may face a cultural shock. That is, the effect of moving from a familiar culture to one that is unfamiliar. As a mobility participant, he/she should familiarize with the host country's culture, customs, and norms. The host country's culture may quite differ from the participant's home country, so it's best to understand the host country's culture in advance for an easier integration. To be aware of the cultural do's and don'ts, the host university should provide information regarding the host country's culture.

### 3. Management

#### *Database Management System*

A database management system would facilitate a smooth functioning of the mobility program in a centralized technology driven manner. Ideally, it should be integrated with the University's student management system covering enrolment, welfare, progress reporting etc. It can be used as an information collection system. Students/staff can fill the information online and upload the documents. The information can then be archived in the database. This is a database and also an archive. Students/staff can work with data, and archive everything related to internationalization. Database management system can be used as a web publication tool. It will also help the development and use of open educational resources, open textbooks, and free and open-source educational software. Priority should be given to actions that promote innovative methods and tools for teaching, training, learning and assessment to improve lifelong learning. A database management system will be useful as a solution to optimize and manage the storage and the retrieval of necessary student data in a real-time setting.

#### *Guidelines for Inbound and Outbound Mobility Programmes*

A set of country specific standard guidelines would be developed along with specified university requirements so that the inbound and outbound participants would have an idea of the requirements. It will make their mobility relatively more effective<sup>2</sup>.

#### *Inbound Mobility Programmes*

A basis for inbound mobility should be designed focusing on exchange agreements and confirmation from individual departments to accommodate students and staff. Sharing information between the host and home university or partner universities is essential. The IRO and other relevant authorities communicate information on the students/staff members who take part in the exchange or mobility programme of the universities and discuss and resolve issues when encountered.

Documents which are necessary to apply for the mobility programmes are communicated to the students and the staff members: application procedures, course information, accommodation, insurance, certificate of acceptance, application for residence if needed, letter of admissions with course confirmation.

The applications are processed, documents are checked, and suitable candidates are selected by the relevant authorities. The candidates may be required at times to participate in an interview.

The following facilities are offered to the inbound mobility participants: medical insurance, housing, supports such as applying for a residence permit, and a buddy programme. Once the mobility participant arrives, s/he is welcomed by the host university. More facilities such as airport shuttle, student health services, language workshop, digital drop-in for questions and support systems are also offered (these may vary depending on the country, the university and the exchange agreement).

#### *Outbound Mobility Programs*

For the online application process, the following documents are required.

1. Certificate of registration showing current enrolments.
2. Transcript of records from home university or from any other university.
3. Language test scores (if applicable).

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<sup>2</sup> The Uppsala university guidelines could be studied for additional information at <https://www.uu.se/en/admissions/exchange> ; [https://www.it.uu.se/student/incoming\\_students](https://www.it.uu.se/student/incoming_students)

The Bologna university page: <https://www.unibo.it/en/international/incoming-exchange-students/incoming-exchange-students-unibo> ; Student guide: <https://files.fm/download.php?i=qaq6sdcsv>

4. Certificates of other qualifications including extracurricular activities for students.
5. Course details/course content/project proposals
6. Motivation letter (if applicable)

Once the candidates are selected, the names and relevant information are sent to the host university. Further information on practical matters is shared with the students/staff members, such as: how to apply for the visa and health insurance, applications for funding/grants/scholarships, arranging accommodation, e-mail addresses of other student/staff participants who approved of sharing them, etc. During a pre-departure meeting, the following is addressed: helpful information for adjusting to the host university/country, necessary equipment/gifts to be exchanged (Art and cultural exchanges), the division of responsibilities for students, culture shock (don'ts and do's), and etc.)

### *Counselling Service for Mobility Programmes*

A centralized student counselling service with experts from all necessary academic fields would facilitate a better functioning mobility system with students having the ability to resort to academic mentors for any respective concern. This can furthermore be strengthened with a technology driven online system to ensure international coordination and insights from international experts in the subject. Cooperation and exchange of good practices between staff responsible for support services at different educational levels (such as guidance counselling, coaching methods and tools, development of systems) will enable university IRO's to provide a better service to the mobility participants.

### *Selection Criteria for the University/Programme*

The receiving university determines the ultimate requirements for the selection criteria while the sending university makes the selection criteria based on academic performance of the relative field which would then be recommended and passed on to the receiving university for consideration. A selection criterion by both ends of the receiving university as well as the sending university enables a smooth back-to-back communication as well as monitoring and control, would facilitate in the selection of the mobility in real-time.

1. Academic and/or research excellence of staff or student (related Major or communication language)
2. Language competencies.
3. Participation in extracurricular activities (for student mobility).
4. Underrepresented study area in the current round.
5. Previous exchange from university.
6. Further selection methods. (Interviews and so on.)

### *Progress Monitoring Mechanism for Mobility Programmes*

A progress monitoring mechanism should be developed and executed throughout the entire mobility period. As an initial monitoring state, IRO should regularly update the course catalogue on university website, preparatory activities (language courses, mentoring and support arrangements), support in obtaining visa and accommodation. Monitoring must primarily be placed on the academic achievements of the students during the mobility period. During the mobility period, monitoring could be done based on several criteria such as students' academic performance, periodical reports obtained through their advisors, and physical and mental health. After-mobility period, may be considered for the recognition of credits (if applicable) and obtain feedback from the participants about the mobility experience.

### *Risk Management Strategy*

Increasingly, universities as well as other higher education institutions recognize the importance of an effective risk management strategy which provides a structured and coherent approach to identify, assess, and manage risks associated with mobility programs. Potential risks are usually involved in many areas of the mobility process. Before the mobility process, it is important to identify possible risks. If necessary, advice should be taken from the appropriate government health authorities. Potential risks usually involved in mobility programmes include health,

slow adaptability of participants, infrastructure, work environment, security, logistics (in accommodation, transportation) and so on.

1. Transportation: factors to be considered are the reliability and safety of local public transport, familiarity with local road rules and practices (self-driving).
2. Society & culture: in order to avoid societal and cultural conflicts, local laws, religion, customs, culture, local language, dress requirements etc. have to be brought to the awareness of the mobility participants.
3. Work environment: consider factors such as biological, chemical and physical hazards in working environment and check the availability of appropriate personal protective equipment, appropriate training on personal safety and contingency actions, first aid etc.
4. Follow the common practice: 'plan, do, check, and act at all times.'

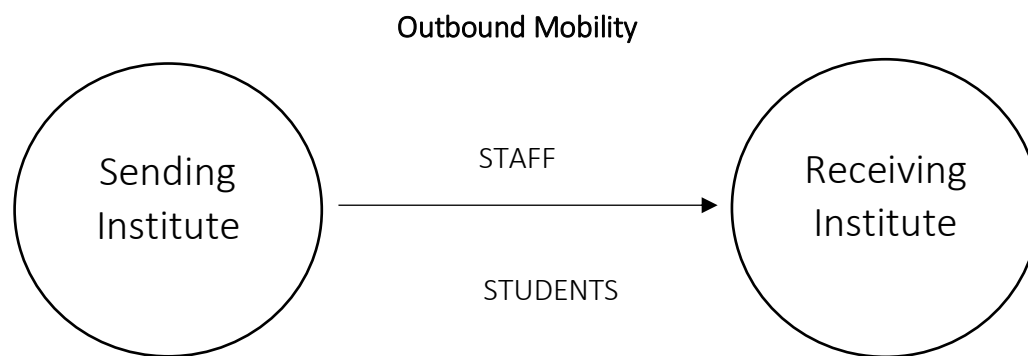
## *Visa*

The procedure to obtain a visa for mobility participants will be a crucial responsibility of the receiving university in an exchange programme. Thus, the IRO staff member(s) handling visa matters must have a sound and updated knowledge on visa regulations, application and extension procedures for visas along with the documentation requirements and payment charges. Further, the IRO staff member(s) handling visa matters should also have good communication skills and maintain good rapport between relevant officials in the process of obtaining and extending visa's (e.g., Immigration Department, relevant Ministries etc.).

## II Outbound mobility

This chapter describes the key components to be planned and implemented in outbound mobility programs. It consists of setting the criteria, application procedure, checking the validity of student records, selection process, arrangements required for exchange programs, recognition of studies, reporting, recording and publicizing guidelines, and monitoring and evaluation processes required for successful outbound mobility. Any institution can select the appropriate instructions and guidelines with respect to their governing mechanism, regulations and resources in order to adopt them accordingly.

Outbound Mobility Programmes provide opportunities for students/staff to experience academic programmes offered at another university. Mobility Programmes provide opportunities to achieve and expand the educational experience for students/staff and to enhance their understanding of global issues and perspectives related to their fields of study. In connection to outbound mobility, the international relations office of an institute has the duty to look for possible opportunities for its staff/students in order to facilitate internationalization. This can be in the form of MoUs, scholarships and other bilateral/multilateral partnerships which can foster international cooperation.



This chapter focuses exclusively on student mobility. As for staff mobility, procedures are significantly different and less constrained by standard schemes and programmes.

**Sending Institute:** in charge of selecting students/staff and sending them abroad. This also includes supporting applications, preparation, and monitoring and recognition related to the mobility period.

**Receiving Institute:** in charge of receiving students/staff from abroad and offering them a study/traineeship program, or a program of training activities, or a teaching activity.

The student must meet the academic requirements set either by the host university and/or the home university. For example, in the case of Uppsala University as a home university, the Uppsala University requires the student to have 30 registered higher education credits at the time of application, and at least 60 registered higher education credits by the time of departure. If these requirements are not met, the offered exchange study may be withdrawn.

In some cases, the receiving institution wants the sending university to nominate the outbound students for mobility. In such case, the sending university sets the academic criterion for the prospective outbound student. As in the case of the University of Yangon's experience, some members of Academic Board of UY will interview the students whose names are nominated by the respective departments according to their academic merit. Recent student registration card, academic records for previous academic years, the relevant language test certificates (if applicable) and other certificates showing his or her participation in the university's activities are required too. Some host institutions need special language preference of the host country's language in addition to the English language, such as Korea, Japan, etc. Verified academic documents together with original ones should be presented for the screening procedures of IRO. The primary documents will be returned to the prospective student and verified documents will be sent to the host institutions by means of delivery mode required by the host institutions. If these transcripts of academic records were written in the language of home institution's language, these documents should be translated into English together with verification and notarization in due course.

## 1. Setting the Criteria

For each outbound mobility programme, the university (IRO) should specify and announce the criteria through all communication channels to students.

1. Type of programme (Semester exchange/ short-term exchange/non-exchange)
2. Aim of the study (Study programme/fieldwork/internships/study tour/contest/seminar/workshop/conference)
3. Designated universities and available seats
4. Field of the study
5. Starting time and duration of study
6. Funding (whether fully-funded or requiring a student contribution)

To be eligible to undertake the mobility, a student must be enrolled at the sending institute in a study programme during the period of the outbound mobility; at the time of application:

1. Have a weighted average grade point sufficient to undertake study at another institute.
2. Have completed a minimum number of credit points/courses at the sending university.

A student must meet any further requirements imposed by the receiving institution, including but not limited to requirements about:

1. grades;
2. language ability;
3. unit of study pre-requisites;
4. course progression;
5. field of study;
6. portfolios of work; or
7. auditions
8. health, insurance, financial requirements (if any)
9. Security clearance (if any)
10. Passport (if applicable)

## 2. Application Procedure

In the globalized world it is quite a necessity to explore new horizons and gather international experience rather than being confined to one place. Therefore, the outbound mobility programmes are an efficient method to excel both academically and socially. Thus, to make the outbound mobility a reality the application procedure should be completed correctly. Following is the proper application procedure to be followed in order to make the outbound mobility programme a success. Also note that these are general procedures, and that in some cases they might be different depending on the type of the mobility.

All applications with the relevant documents are verified/validated by the IRO of the sending university and then forwarded to the relevant department/faculty of the receiving institute in accordance with the specified procedures.

These may include:

1. Academic Purpose Statement (Motivation Letter)
2. Proposed study plan
3. Academic records: Transcript (For minimum credit requirement and course GPA)
4. Language test score
5. Approval of the Course Coordinator of the sending university (where applicable)
6. Recommendation letters

7. Application of financial support (scholarship/loan/grant) or Proof of sponsorship for financial responsibilities
8. Health certificate
9. Certificate of Registration (Proof of enrolment)
10. Security clearance (if applicable)
11. Credit transfer approval form (where applicable)
12. Passport (if applicable)

The IRO of the receiving institute will check whether the applicant meets the eligibility criteria and requirements for the particular mobility programme. Yet, meeting the eligibility criteria does not guarantee admission to the outbound mobility experience.

Respective faculty/department of the receiving institute will check whether the applicant has the ability to continue with his/her work to meet the academic requirements if they undertake the proposed mobility.

The IRO of the sending institute will then either:

1. Nominate the eligible applicant to the sending institution within the terms of the relevant exchange agreement and inform the applicant of this in writing; or
2. Inform the student in writing if a place is not allocated if he/she is not selected for the mobility.

### 3. Health Certificate

Health certificates to go abroad for further study are another important category of documents to be checked and reviewed by the IROs. Sometimes, the receiving institute requires the outbound students that health certificates issued by designated government hospitals, and some universities accept certificates endorsed and verified by the relevant university clinic or university hospital of the sending institute. This health certificate is also useful for having health insurance abroad after the trip is confirmed.

### 4. Selection Process

#### *Academic Purpose Statement (Motivation Letter)*

The following points need to be included:

1. The purpose of joining the scholarship program.
2. What can you contribute to this program and what will your home country get from your experience?
3. Why are you interested in attending your receiving university?
4. Any certificate or skills that can strengthen your application.

Alumni of the programme can advise applicants on writing a good motivation letter. Do not go over the word limit required!

#### *Decision Process*

Applications are sorted and ranked based on the student's verified educational record, academic purpose statement/motivation letter, GPA, and interview results (if applicable).

Award decisions are made based on the availability of funds, number of applicants and range of GPA.

All applicants considered will be notified of the final decision by the receiving university. For those who are selected their awarded will begin with their next course.

Depending on the source of funding for the mobility, the funding agency may have the final approval decision.

It must be noted that both sending and receiving institutes shall follow transparent procedures during their selection processes. The selection process should also be non-discriminatory on any grounds (for e.g. gender, ethnicity, religion etc.)

### *Revision Process*

Changes may be made to financial aid or cost of attendance for the special circumstances such as for a change of grade level or accepting the funding from other agencies or involvement in misconduct.

The initial review or re-evaluation may be made if requested by a committee following student's appeal.

## **5. Arrangement for Exchange Program**

This section describes arrangements for the outbound mobility program which contains information on the information session, visa, air ticket, travel and health insurances, tuition fee and living expense, and accommodation arrangement.

### *Information Session*

The information session provides more information on conditions and registration procedures to the applicants. Applicants should understand and follow the guidelines of the scholarship and the exchange program. It is also necessary to complete all the application forms and all documents related to the scholarship programs. Then, applicants must agree to enrol at the receiving institute as described by the program plan and agree to abide by the rules and regulations of the receiving institution or placement provider. It is also important to be in continuous contact with the faculty and the international office of the receiving university.

### *Visa*

Chapter 3 (Inbound Mobility) will have an elaborated section on the visa process.

### *Air ticket*

The applicant must be aware of how to get the air tickets before the exchange program begins. Some exchange programmes do not include air ticket allowance. The applicant (student) must then cover the expenses themselves. However, in some programs, students are required to pay for their tickets and this amount will be reimbursed upon their arrival at the receiving university. It is the responsibility of the applicant to book his/her air ticket. (Check that the name on your ticket matches your name as it appears on your passport).

### *Travel & Health Insurance*

#### *Travel insurance*

The applicant may need to have travel insurance as a condition of the exchange programme.

#### *Health Insurance*

This may include the following requirements (depending on the exchange program and the host country).

1. Applicant can have access to a general practitioner.
2. Free access to first aid hospital service.
3. Access to surgical procedures in all public hospitals.
4. In the case of blood tests and other analyses, examinations and specialist tests, the applicant may need to pay a reduced fee.



## *Tuition Fees & Living Expenses*

Tuition fees (Fees/special fees charged by the faculty or the programme of the student's choice) may be excluded or waived in most mobility programmes. A prior arrangement/understanding between the sending and receiving institutions shall already be established well before the start of the programme. A monthly stipend and accommodation may be provided as well depending on the programme. Some of the programmes may cover the tuition fees and living expenses.

## *Accommodation Arrangement*

Chapter 3 (*Inbound Mobility*) will have an elaborated section on *Accommodation Arrangement*.

## **6. Recognition of Studies (Credit Transfer)**

Students who complete an outbound mobility can request a credential evaluation or a credit transfer from the sending university. Since the credits earned for successfully completing courses at the receiving university during an outbound mobility can be accepted at the sending university, the students are not required to repeat these courses upon their return to the sending university. The students must obtain the course descriptions and mark sheets/transcripts duly signed from the receiving university in order to apply for a credit transfer.

Once the students complete their outbound mobility and return to the sending university, these documents must be submitted through the relevant authority (department/faculty).

The relevant authority (course in charge/subject specialist/officials from the administration etc.) in the sending university will evaluate all the documents and decide whether the credits completed by the student at the receiving university could be transferred to the sending university. Once the credit transfer is approved, these credits will be added to the academic records of the students (included in the transcript).

As the educational systems and programmes are different from one country to another this process can at times become very challenging.

As a quality tool, from the example of EU's Erasmus mobility, the signing of a "learning agreement" before the beginning of the exchange should be done to ensure recognition of credits acquired at the receiving institute. If the assessment of credits, content, and learning objectives of the course is carried out in advance and confirmed during mobility this will ensure that the students can have the credits transferred once they return.

## **7. Reporting, Recording, & Publicizing**

### *Reporting*

Advertising will be a case by case basis, depending on the subject/discipline, nature of the mobility duration, etc.

The nomination process shall be done (in writing) via the respective Faculty of the sending institute. This can be in the form of emails or a formal letter.

The selection process/results shall be informed to the applicant(s) and the sending institute via email or postal services which is done by the IRO of the receiving institute.

### *Recording/Reporting and Evaluation*

A filing system must be maintained at the IRO of both institutes on the whole process (Advertising, Nomination, Applications, Results, and Outcomes).

After nomination, the application process shall start where the IRO of the receiving institute shall maintain records of the letters and application documents in a folder. This folder could either be digital or with hard copies with a

systematic folder structure, which shall contain an orderly arrangement of all information pertaining to the mobility (e.g. Field/semester of study, Nominations, Application details, Selection results etc. Relevant email communication can also be recorded/archived properly for future reference.

During the mobility, details of accommodation, visa and a copy of transcripts shall be kept at the IRO of the receiving institute as well. Other academic details (Registration, Course Selection, and Academic Progress) can be kept at the Faculty to which the student/staff is affiliated. This information may be accessible to the IRO whenever required. If and when required, the IRO of the receiving institute shall share this information with the IRO of the sending institute.

A feedback should be obtained from the successful applicants after completing the mobility and kept them in relevant files. This activity can be done by both institutes since such information is helpful for publicizing, quality assurance (if applicable) and improvement of the services provided by IRO regarding mobility programs in future. Ideally, the IROs should evaluate the experience of the mobile students, which can be collected as a feedback form/testimony/recorded video etc.

### *Publicizing*

Publicizing the outcomes of exchange programmes could be done in the IRO website, official Facebook pages and in progress reports/newsletters etc. It will be very effective if the relevant details are published in the form of short videos, pictures, testimony or any other suitable forms as necessary for publicizing of the collaborations between universities. It is recommended that this can be done at both institutes to ensure maximum visibility, as this will be beneficial in attracting students/researchers etc.

## **8. Monitoring the Progress of the Mobility**

Once the students are on an outbound mobility in another university, they are expected to communicate constantly with the relevant authority at the receiving institute (IRO, academic counsellor etc.) so that the activities are duly recorded. They would be expected to report their progress, challenges, and their experiences both positive and negative during the mobility as well as after returning to their university. Progress monitoring of the students helps to identify the issues that they face and to help them overcome them and complete their mobility successfully, and also to prevent such issues from arising in the future as well.

Monitoring and evaluation of students and the entire program is necessary to ensure the success and effectiveness of mobility programmes and the overall organization. Further, it would be advisable for the institutions to develop their own formal progress monitoring mechanisms (i.e. Frequency of monitoring, information required and the method of data collection) to achieve the expected outcomes of the mobility.

## III Inbound Mobility

This chapter deals with inbound mobility program information and preparation. It contains the definition of inbound mobility, basic requirements for inbound mobility, application processes, pre-arrival and post-arrival procedures, procedures after completion of the course, and inbound staff mobility.

### 1. Definition of Inbound mobility

In an inbound mobility, the host university receives students and/or members of the academic staff from another university domestically or abroad for a specific period of time. The requirements, conditions, and benefits are already agreed upon in a Memorandum of Understanding, or a Memorandum of Agreement signed between the sending and the receiving universities. Inbound mobility is also facilitated through scholarships or exchange programs such as Erasmus. An inbound mobility provides an excellent opportunity for the students as well as academic staff members to engage in academic or research activities at the host university, which is immensely beneficial for career development.

### 2. Basic requirement for inbound mobility

#### *Available Courses for International Students*

All the available courses for international students, particularly those that are taught in English should be published on the university webpage. Detailed information about the courses (degree program, number of credits, course content, evaluation criteria etc.) should be provided.

#### *Approval from the Ministry Concerned*

##### *Academic Staff/Administrative Staff*

After receiving the notification from the partner university to send the academic/administrative staff member, the university will apply for approval from the Ministry of Foreign Affairs, Ministry of Education (or Higher Education) or any other relevant authority when necessary, which could take up to one month or more (this could vary depending on the country and the requirements of the exchange program.)

##### *Students (Short Term/ Long Term Study or Exchange)*

The receiving university accepts international students for a short-term/ long-term study or an exchange program according to the agreement or conditions/provisions of the exchange program. The receiving institution can accept students for up to a period of one semester or one academic year subject to the agreement between universities or the particular program.

The receiving institution shall decide on a particular number of incoming students for the year/semester which depends on each university MoUs/guidelines for a certain program. Initial email communications shall be facilitated between the sending and receiving universities prior to the application process.

### 3. Application process

Application process of incoming student can be under the following terms:

1. Compiling application documents
2. General selection criteria
3. Selection process
4. Informing the selection results

## *Compiling Application Documents*

Application Documents must include the following:

1. CV
2. Application form
3. Transcripts
4. Application processing fees (if applicable)
5. Recommendation Letter
6. Motivation letter
7. Study plan (or)
8. Passport bio page
9. Nomination letter from the university

It must be noted that certified English translations of certificates/any other documents are required if the originals are in any other language.

It is the responsibility of the applicants to review all programs of study, scholarships, and other information prior to applying for admission to the university.

Depending on the type of mobility, applicants may or may not be required to pay an application processing fee.

Applicants are advised to apply directly via “online student enrolment portal”, if one is available, a student can apply for a visa through an online portal. If the online portal is not available, the applicants can submit all documents as scanned attachments via email, or by post to the international office of the receiving university.

When completing the application form, applicants are advised to write their full name as it appears in their passport. Applicants shall indicate whether they will be applying for any exemption or credit transfer during the application process. In such an event, the applicants are strongly advised to apply for exemption directly to the relevant faculty well before the registration. This will avoid any delays in the process of getting approval from the appropriate boards.

## *General Selection Criteria*

The students participating in the exchange program under the terms of the agreement shall be selected initially by the home institution, and the host institution shall make the final admission decision in each case. The following selection criteria will generally apply but may be varied in certain cases:

1. Students will have completed at the minimum satisfactory work according to the university prior to participation in the exchange.
2. Good academic standing, as reflected by previous academic work at the home University, for example: GPA of 3.0.
3. Since the commonly used language of communication is English, it is expected that the student should have an adequate knowledge of English for their day-to-day communication.
4. It can be recommended that applicants whose primary language is not English or whose previous education has not been in English must provide evidence of proficiency in English as required by the receiving institute (e.g. TOEFL or IELTS). Alternatively, a short English language program is recommended to provide the participant in the host country.
5. Depending on the study program, other language requirements and/or other prerequisites may be imposed in accordance with the regulations of the host institution.
6. Areas of study, academic calendar, and the application deadline are all dependent on the faculty and particular courses followed. These must be discussed and arranged well in advance before arrival.

## *Selection Process*

All application forms submitted will be received and reviewed by the International Relation Office for accuracy. An acknowledgement of the receipt of application will be sent to the applicant or the International Relation Office of the sending university. If required, the applicant may be requested to provide additional information within a specified number of days.

Once the above checks are completed and if the applicant has met the requirement for admission, the International Relation Office of the receiving university will submit the applications to the relevant faculty to ascertain entry qualifications.

## *Informing the Selection Results*

The selection will take place after submitting the application documents to the relevant faculty. The selected/shortlisted candidates may be called in for an interview if required. Finally, the applicant(s) or the International Relation Office of the sending university shall be informed of the selection/rejection decision about the application. When applicant(s) are selected for the exchange, the applicant(s) may need to submit the following documents according to the Faculty/University guidelines.

1. Source of funding for the student(s)
2. Proof of health condition for the student(s)
3. Police/security clearance report of student from his country of residence, if applicable
4. Accommodation preferences of the student(s) (in-campus or off-campus)

A relevant departmental/ international office coordinator will receive the submitted documents for approval. The selected student(s) will receive the approval or admission letter of the receiving university via email or post.

## **4. Before the Students Arrive**

The incoming students need to make sure that they have all the relevant documents about going abroad, including the following:

1. Invitation / admission letter from the host university
2. Passport, travel documents and tickets
3. Visa (if necessary)
4. Medical test or medical insurance certificate (If applicable)
5. Proof of accommodation (if applicable)
6. Other documents for immigration purposes (if applicable)
7. Address, telephone number and travel instructions for the participant's final destination
8. Any required medication
9. Cash to pay for airport transfer and public transport (if necessary).

## *Health Insurance*

The incoming student(s) are advised to purchase a health insurance with the coverage for the entire study period including accidents, medication, hospitalization, civil uprising, terrorism, disasters and evacuation (if applicable). The student(s) also have to get a physical and mental health check-up. If prescription medications are required, they have to consult a physician. Student(s) must follow the medical treatment instructed by the physician carefully and sternly.

## *Guidelines for the Incoming Students*

Before leaving from the host country, the students must analyse the lifestyle of the host country, their society, religion, people etc. And afterwards they should prepare for the upcoming risks that could occur. The incoming students must always keep records of the important contact information in case of an emergency. The students will

have to join the pre-departure sessions conducted by the relevant organization (IRO of the sending university, Embassy/Consulate or representing organization of the receiving country, funding body etc.). Also, the students will have to make contact with the host university and the department to make themselves familiar with the society. For better outcomes, the sending university and the receiving university should have a constant communication method to discuss about the students' experiences.

## 5. After Arrival of the Students

### *Welcoming of New Students*

The incoming student(s) will be welcomed at the Airport by the IRO representatives of the receiving university (preferably by the IRO Coordinator or a student volunteer). Next, the incoming student(s) will be dropped by at their accommodation facility. The receiving university representative will assist the incoming student(s) with buying a local SIM card, familiarizing with the supermarkets and banks in the proximity, etc. On the first day the student is brought to the IRO by a Coordinator or a student volunteer for further proceedings and orientation.

### *Registration at the Receiving University*

The incoming student(s) may register for the program by appearing in person at the relevant Faculty. The incoming student(s) would be able to get his/her student record book and the student identity card from the relevant office at the Faculty, it is provided with the respective overseas student who has paid all the relevant fees (as applicable) and hold the valid student visa. Hard copies of all documents submitted for the application can be handed over to the Faculty in order to maintain a personal file for the student registered at the Faculty.

### *Accommodation: Living on or off Campus*

The receiving university may offer accommodation, dormitory, or a guest house, in- or off-campus. The student(s) will have access to services such as free internet access, computer room, libraries, cafeteria, and transport system. The receiving university offers the campus life guidebook to the incoming student(s).

The student(s) may have to bear the cost of living and accommodation. That can be paid in cash or in instalment basis for each academic year during their stay.

It is very common for students to rent private accommodation rather than stay in student halls. If the applicant chooses to live in a private accommodation facility, it is their responsibility to find accommodation for the duration of his/her stay abroad. New applicants can share the experience of alumni students who have returned from the same receiving university in finding accommodation (chances are they will have great tips on how to find accommodation.) The IRO of the receiving institute shall assist the students with their suitable accommodation preferences. Staying outside of the campus tend to be more expensive and students may need to pay the relevant costs during their study period. Always demand a document/receipt as a proof of payment if it is not given to the applicant.

### *Orientation Session*

The receiving university usually hosts the orientation session to welcome the new students and help them become familiar with the new environment. It is important for the new international students to participate in the event. During the orientation session, new international students will be introduced with Faculty coordinator or facilitator so that they can ask for help and support whenever needed during the period of study at the receiving university.

### *Buddy Program*

The receiving university, especially IRO, may provide a buddy program for international students to assist them in their new life with the assistance of the student's union or local student groups. The students will have a chance to get to know different cultures and to be familiar with the students from various fields of study through networking or participating in the events.

## *Participating in Cultural Programs*

The incoming student(s) can be involved in cultural programs to get the best out of life in their new country. This will help deepen knowledge of cosmopolitan cultures and strengthen international relations. International students can also participate in extracurricular activities such as visits to local cultural sites and sightseeing so that they experience the local life.

## *Language Classes*

Language courses may be open to international students at the university, ranging from basic to advanced level. The academic writing course should also be given to the inbound post-graduate students who come from the countries/institutions where the language of instruction is not English.

## **6. After Completion of The Course**

### *Feedback and Report*

Students have to submit either interim progress and/or final reports on their work at the university. The students may have to submit their feedback on their learning experience to the IRO at the end of their study program.

### *Assessment, transcripts, and certificates*

In order to carry out the assessment of incoming students, any receiving university is required to evaluate their achievement based on the offered courses. In addition to the assessments, transcripts and certificates should be issued by the receiving university.

### *Publicizing Details of Student Mobility*

To promote student mobility in a broader image after the completion of the program, each sending and receiving university shall publicize the experiences of students who have already participated in the program to assist in the development of cross-cultural awareness, adaptability and tolerance, open-mindedness, and an understanding of complex global issues.

The student mobility experiences can be publicized via testimony, short accounts, videos etc. on the IRO website of both the sending and receiving university.

### *Alumni Network*

After completion of the activities, the students will be invited to participate in an Alumni network to stay in touch, to share knowledge and experiences, and to disseminate the information about the mobility and related opportunities in order to build a sustainable international network.

## **7. Inbound staff mobility**

This section will explain the preparation process prepared by the inbound staff (academic/administrative) before and after arrival to the receiving university.

In general, the International Relations Office of the receiving university is the main source of contact for every visiting staff member(s) whether outbound or inbound, although this may vary in specific cases. This office helps with directing the staff member(s) to the right channel for preparing pre and post arrival to the receiving university. The office also provides the rules and regulations of the receiving university and receiving country. All information about dormitory/accommodation, banking and finance system, sports, facility, library assessment, leisure and etc. are also provided.

## *Before Arrival of the Researcher/Staff*

### *Field of Interest*

Visiting researcher/staff should provide his or her research field or certain work activities in order to reveal knowledge and skills and one's effort to achieve career-related goals. It also provides the purpose of one's visit to the receiving university. *Check for the following Important Documents:*

1. Invitation / admission letter from the host university
2. Passport, travel document and tickets
3. Visa (If necessary)
4. Research proposal and letter of intent
5. Medical test or medical insurance certificate (If applicable)
6. Proof of accommodation (if applicable)
7. Other documents for immigration purposes (if applicable)
8. Address, telephone number and travel instructions to reach the participant's final destination
9. Any required medication
10. Cash to pay for airport transfer and public transport (if necessary).

### *Research Proposal and Letter of Intent*

These are the most important documents that must be submitted and prepared before arrival. The receiving university must know not only the visiting staff/researcher's field of study but also his or her particular research topic or certain work activities (in the case of incoming administrative staff) which will be conducted at the receiving university. These documents can help the receiving university in considering the relevant department and concerned professor where the incoming staffs shall contact his or her study during his or her stay there. The letter of intent shows the researcher's intention of visit in a logical sense.

### *Period of Stay*

Period of stay means the time period that the staff member can legally stay in the country of the host university including arrival and departure days. The staff member must announce the period of stay in the country of the host university. Time period allowed to stay and types of visas issued by the respective country may differ among countries.

### *CV*

The Curriculum Vitae which involves relevant information of the academic and professional history is necessary to submit to the IRO of the host university in order to arrange further necessary processes or to provide an invitation letter which is necessary when applying for an entry visa of the respective country.

### *Passport Copy*

A copy of the passport, particularly the biometric data of the researcher including the picture, date of birth, etc., should be submitted to the IRO of the receiving university in case it is necessary to contact the incoming staff member.

### *Government Approval*

In some countries, it is a regulation that a host university needs to request for an approval from its government before it can take in an international researcher or staff. In this case, the researcher or staff needs to provide the following documents to the host university at least 2 months before his/her arrival:

1. Formal acceptance / invitation letter from the host university.
2. Work plan (If necessary).
3. A letter of dispatch from the home university or organization (for a volunteer or an expert).
4. Financial proof (scholarship or other).
5. Clear scanned copy of biometric data page of passport.
6. Passport should be valid for at least six months longer than the intended period of stay in the respective country.



## 7. Relevant fees.

### *Visa*

The incoming staff member(s) can obtain an online short-term visa or a residents' visa at the relevant country's Immigration and Emigration Department. The visa requirements differ from country to country. Therefore, it is advised to follow the guidelines provided by the respective receiving university and the country of concern. Usually, the receiving university and the International Relations Office will guide the incoming staff member(s) on the visa procedure. There are some documents required in order to obtain an entry visa:

1. Formal acceptance / invitation letter from the host university
2. Work plan (If necessary)
3. Financial proof (scholarship or other)
4. Clear scanned copy of biometric data page of passport
5. Passport should be valid for at least six months longer than the intended period of stay in the respective country
6. Visa processing fees

### *Health Insurance*

The incoming staff are advised to obtain a health insurance to cover accidents, medication, hospitalization, civil uprising, terrorism, disasters and evacuation (if applicable) for the entire study period. Each staff member may have to get a physical and mental health check-up depending on the requirements of the host university. If prescription medications are required, it is advisable to consult a physician at the home country and is the responsibility of the incoming staff member(s) to follow the prescribed medical treatment carefully during the stay.

### *After Arrival of the Researcher*

The International Relations Office (IRO) of the receiving university will welcome the visiting staff and provide useful information on the activities during their stay. The IRO will assist in finding accommodation for the incoming staff. The IRO will take care of making appointments with relevant parties (ie. faculty, department or host professor) and provide other logistical support. Access to the library, sports and recreation and any other facilities, and visa renewals shall be arranged by the IRO of the receiving university.

### *Orientation*

It is advisable to provide a brief orientation session for the incoming staff by the IRO of the receiving university for quick adaptation to the host environment. During the orientation session, visiting staff/researchers will be introduced to the relevant persons as necessary to ensure a smooth process and stay.

### *Buddy Program*

In certain instances, the IRO of the receiving university will arrange the buddy program to provide a chance to know the relevant teachers and staff from various departments through networking activities. In addition, to familiarize with different cultures and to experience local life, the visiting researchers/staffs can become involved in educational and cultural exchange programs.

### *Activities at the receiving university and reporting the interim progress*

The IRO of the receiving university will assist the incoming staff to arrange and participate in lectures/research, seminars, trainings, workshops and conferences as necessary.

The incoming staff member(s) can attend special and ordinary lectures/field activities/learning arranged for them by the relevant department. The incoming staff have to submit regular interim progress report to the host institution/professor if required.

### *Travel & Transport*

The costs of travel and transport shall be the responsibility of the visiting researcher/staff. However, the host university sometimes may provide local transportation (cost) depending on its regulations and facilities available.

### *Language Training*

The incoming staff is given the opportunity to attend the language classes offered for international students and staff at the receiving university in order to learn essential phrases in the local language for easy engagements in day-to-day activities and to become familiarized with the local culture.

### *Feedback and Final Report*

Each incoming staff member has to submit his/her progress report at specified time intervals to the Faculty/IRO/sponsor. After completing the task, the visiting staff member has to submit the final report to the Faculty/IRO/sponsor on their work and feedback on the experience of his/her stay at the receiving university.

### *Alumni Network*

After completion of the research/tasks, the researchers/staff will be invited to participate in an Alumni network to stay in touch, to share knowledge and experiences, to disseminate the information about mobility-related job opportunities, and to build sustainable international networks.

## Annex 1: Model for the Policy of Internationalization

University of:

Policy Name:

Policy Number:

Date of Approval:

Supersedes: *(if applicable)*

Approving Authority:

Administrative Responsibility: *(i.e., Vice-Chancellor, Deputy Vice-Chancellor, International Relations Office)*

Monitoring Responsibility: *(i.e., The Council, University of)*

Overview:

- *Internationalization: (a brief introduction)*
- *International Affairs Office (IAO): (a brief introduction)*
- *The “Strategic Focus” of internationalization of the University (a brief introduction)*
- *Goals: University strategic plan related to internationalization, Goals 1, 2, etc.*

*“This Policy shall be reviewed and confirmed every (x) years to maintain its relevance and validity.”*

**Scope and Application:**

This Policy applies throughout all Faculties, Postgraduate Institutes, Departments, Centres and Units of the University.

**To whom it applies:**

1. Administrative Authorities of the University
2. All Staff Members
3. Students etc.

**Key Areas to which it applies:**

1. Teaching, learning and research
2. Assessments, grading and credit transfer
3. Study program design and development
4. Quality Assurance activities
5. Student support systems including career guidance
6. International relations
7. Finance management and prioritizing
8. Accessibility of programs to foreign students and staff etc.)

**Policy Purpose and Objectives:**

This policy sets out the principles and practices on which the University aims to achieve the following objectives:

1. To improve the visibility of the Institution at regional and global standing
2. To find new sources of international funding for research, innovation and educational development

**Key Policy Principles:**

1. All mechanisms for internationalization of the University shall be designed, developed and sustained within the framework defined by the relevant national policies, principles and laws.
2. The University shall encourage bilateral or multilateral agreements/MoUs with overseas institutions when there are demonstrable benefits to all partners involved. All decisions on such agreements/MoUs are guided in the first instance by considerations of academic excellence.

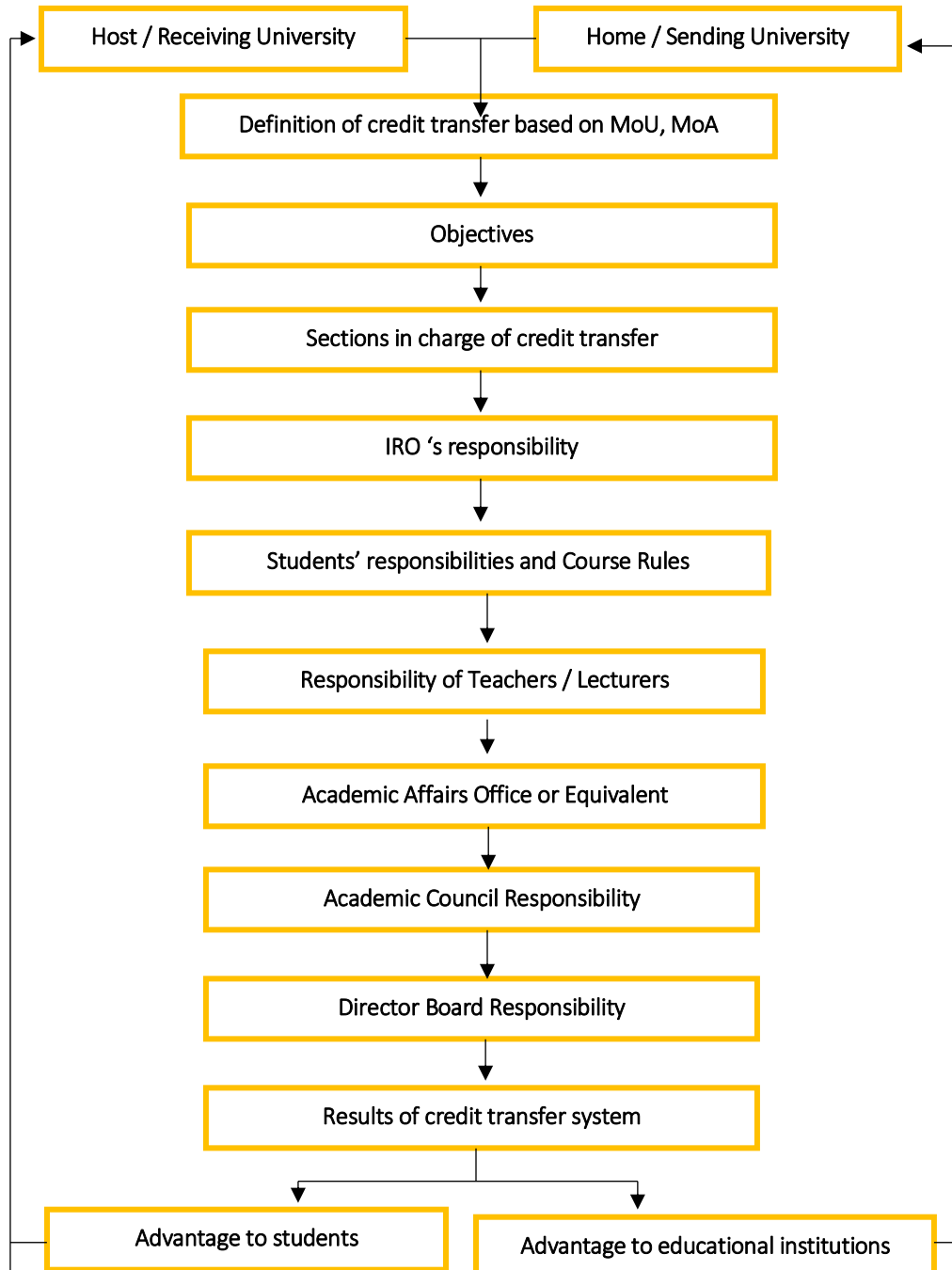
**Definitions:**

All keywords used in the policy document are well defined in order to minimize confusion in interpretations, such as Internationalization, internationalization activities, overseas institutions, related policies, related acts, rules and regulations, key circulars etc.)

Annexures: Any annexes if available such as relevant sections of the strategic plan, governance structure of the INR etc. as applicable to the university.

## Annex 2: A Model for Credit Transfer Policy for the University

This model was developed to show the credit transfer system for international students' mobility. Please also find AUN-ACTS credit transfer system guidelines on the following link: <https://apps.acts.ui.ac.id>



## 1. Definition of Credit Transfer Based on MoU/MoA

Credit transfer is a recognition of course units which students have gained during their participations in mobility programs at a receiving university and a sending university. It is done based on the system and criteria set up by the partner universities based on MoU/MoA. The contents, courses (similarity in course contents around 70%) and course contents overlap in of about 40% for acceptance) amount of time for in-class teaching and learning, practical work and assignments of the courses that students take while joining mobility programs, credits earned according to the credit system of the hosting institution are considered when the sending university considers whether it would accept the credits that students have gained.

## 2. Objectives

The objectives of the international student's credit transfer policy are focused on these main activities:

1. Each partner university needs to set up the international credit transfer criteria and guidelines for the international student exchange programme (based on Bachelor and Master courses)
2. Each university's curriculum or courses needs to be updated to meet global education standards
3. Each university's staff/students will gain more knowledge and experiences via sharing with foreign universities.

## 3. In Charge of Credit Transfer Policy

The President's board, University Academic Council, Office of Academic Affairs, IRO, Academic Affairs Divisions at Faculties/Schools, teaching staff, and inbound and outbound students are the stakeholders in this policy.

## 4. Responsibilities of IRO

### 4.1 Communication

- Contact with the students and the host university and to clarify the information of the courses that they are taking at their host university for credit transfer to their home university and the procedure regarding that.
- Coordinate and guide students about the information that can be transferred via receiving and sending universities (If applicable).

### 4.2 Responsibilities of Students and Course Rules

- Contact the admission's office of their host university and bring the information on the courses they took to their home university for credit transfer.
- **Course failure due to poor attendance:** If students are continuously absent from their classes, they will automatically fail the course. Absence due to sickness or injury will be counted as an absence. If students are more than 11 minutes late or leaving class early it will reflect in their final mark.
- **Examinations:** The announced schedule for mid-term and final examinations will not be changed due to a student's personal reasons. If students cannot attend an examination, they should notify IRO prior to the examination.
- **Make up examination due to illness (not infectious disease):** When students who have missed the mid or final examination due to an illness, they must submit "a medical certificate" dated from the day of the missed examination and a request to make up the examination to the IRO. The students who follow this procedure may receive up to 80% of their grade earned during the makeup examination.
- **Attendance Rules:** Students are expected to attend their registered classes. The following behaviour will be counted as an absence:
  1. Joining class more than 10 minutes late
  2. Leaving class more than 11 minutes early
  3. Leaving for more than 11 minutes during class

This behaviour will contribute to deductions on the final grades.

- **Missing Class:**

1. If students are absent or more than 10 minutes late to class 3 times, they will be required to meet with the teacher / lecturer
2. If students are absent or more than 10 minutes late to class in a row, they will be required to meet with the IRO
3. If students are absent or more than 10 minutes late to class 5 times, they will automatically fail that course.

## 5. Responsibilities of Teachers and Lecturers

- The teachers and lecturers of the relevant courses check and compare the content, learning objectives and learning outcomes together with the allocated amount of learning hours for in-class teaching and learning, practical work and assignments of the courses that the students took while joining mobility programs.

- Report to the Academic Affairs Division of their faculties after finishing the courses.

## 6. Responsibilities of Academic Affairs Divisions at Faculties/Schools

- Check the reports from the teachers and lecturers
- If the reports are good, the divisions must report to the Academic Affairs Office
- If the report is not good enough, the divisions should contact and request to responded teachers and lecturers who have taught to revise the results of their studies and resubmit again.

The home university can ask for a progress report from the host university specifically at the initial stages of the exchange program if it is really necessary to assess the performance of the students (Ex- if the student is conducting research or a teaching assistantship). If not, the transcript should be given proper recognition as the representation of the student's performance at the host university.

## 7. Responsibilities of Academic Affairs Office

- Check the report once again and propose to the Academic Council for a consideration (in case of receiving university)
- Receive and check the credits certificate of students who have returned from Host University and propose to the Academic Council for a consideration (in case of sending university).

## 8. Responsibilities of Academic Council

- The academic council checks the reports and consider the credit results of students who have done mobility programs based on the course content's similarity (in about 70% for example) and course content's overlap for example 30 to 40% for acceptance.

## 9. Responsibilities of Director Board

- Either the president or the vice president of academic affairs approve the credits with his or her signature.

## 10. Credit Transfer System

Credit transfer systems have various advantages to students and educational institutions.

### 10.1 Advantages to Students

- **Student mobility:** Credit transfer systems are a key tool for promoting student mobility across regions, institutions and education sectors.
- **Drop-out rates:** Credit transfer gives students flexibility and control over their course of study, which allows for matching of student and course expectations, reducing the time commitment required.
- **Choice and flexibility:** Credit transfer systems are designed to allow students to transfer more easily between and within institutions because it offers students a greater choice and flexibility of places to study and get new experiences.

### 10.2 Advantages to Educational Institutions

- **Curriculum development:** Credit transfer can be used to compare learning achieved in terms of its quantity and intellectual demand. This comparability can help HEIs design programs in diverse disciplines and contexts, which are similar in volume and intellectual demand.
- **Market responsiveness:** Credit transfer systems can strengthen HEI links with employers and improve their training offer through the flexible delivery of existing programmes, including work-based learning, and/or the development of customized modules for specific industries or even individual organizations.

**Partnership working:** Credit transfer can help enable institutions to design programs, which can be offered by a range of universities. In addition, institutions can map, review, and plan their curriculum not only internally but also in collaboration with local partner institutions to ensure they are responsive to the needs of learners and the local labour market.



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# Toolkit

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