



National Cascade Training Internationalization of Higher Education



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Co-funded by the
Erasmus+ Programme
of the European Union





International Relations Office Handbook

- I. Strategies and Management of Mobility Programmes
- II. Outbound mobility
- III. Inbound Mobility

Table of Content

- **International Relations Office's Role** 4
- Competency for IRO Staff 7
- Key Performance Indicators (KPIs) for the IRO 8
- Quality Assurance System 9
- Internationalization/Mobility in the University Strategic Plan 10
- Internationalization/Mobility in the University Strategic Plan 11
- Asynchronous/synchronous Online Training 12
- Strategies for Staff Mobility Programmes 13
- Enhancing internationalization 14

• Credit Transfer Policy	15
• Infrastructure Development Strategy Targeting Mobility Programmes	
• Reasons for Infrastructure Development	17
• Alumni Forum	18
• Handbooks for Inbound and Outbound Staff and Students	19
• International Student Association	20
• Practical Information Brochure	21
• Cultural Do's and Don'ts	22

International Relations Office

- The International Relations Office (IRO) is responsible for fostering the internationalization of the university.
- Maintaining a well-functioning task structure, implementing internationalization projects, formulating internationalization policies and promoting and facilitating the international mobility of students and staff members



International Relations Office's Role (1/2)

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.

International Relations Office's Role (2/2)

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

6 key Skills

- ✓ Able to work effectively in English
- ✓ ICT skills
- ✓ Knowledgeable in intercultural communications
- ✓ Ability to strengthen connectivity and collaboration with international partners
- ✓ Ability to prepare, draft, and process MoUs/MoAs/MoDs with international partners
- ✓ Experience in event management



Key Performance Indicators (KPIs) for the IRO

12 key Skills

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

Quality Assurance System ລະບົບການຮັບປະກັນຄຸນນະພາບ

- A quality assurance system should be operationalized systematically and identify areas of improvement for a well functioning IRO. ລະບົບການຮັບປະກັນຄຸນນະພາບຄວນໄດ້ຮັບການປະຕິບັດຢ່າງເປັນລະບົບກຳນົດພື້ນທີ່ຂອງການປັບປຸງເພື່ອການປະຕິບັດວຽກໄດ້ດີຂອງ IRO
 - 1. Maintain accountability and transparency by eliminating any conflict of interest when executing its internationalization activities.
 - ຮັກສາຄວາມຮັບຜິດຊອບ ແລະ ຄວາມໂປ່ງໃສໂດຍການຫຼຸດຂໍ້ຂັດແຍ່ງຂອງຜົນປະໂຫຍດໃນລະຫວ່າງປະຕິບັດວຽກສາກົນ
 - 2. Effective, efficient, and comprehensive working procedures.
 - ມີປະສິດຕິພາບ ແລະ ປະສິດຕິຜົນໃນການຂັ້ນຕອນການເຮັດວຽກຢ່າງສົມບູນແບບ
 - 3. Effective filing, record-keeping and knowledge management.
 - ການຍື່ນເອກະສານ, ການຈັດເກັບເອກະສານ ແລະ ຄວາມຮູ້ດ້ານບໍລິຫານຄຸ້ມຄອງ
 - 4. Having proper guidelines to make the work easier and to ensure it's being executed properly.
 - ມີເອກະສານແນະນຳທີ່ເໝາະສົມກັບການເຮັດວຽກງ່າຍຂຶ້ນ ແລະ ຮັບປະກັນການປະຕິບັດໃຫ້ຖືກຕ້ອງ
 - 5. Effective communication channels. ຊ່ອງທາງການສື່ສານທີ່ມີປະສິດທິຜົນ
 - 6. Proper and timely dissemination of accurate information ການເຜີຍແຜ່ຂໍ້ມູນທີ່ຖືກຕ້ອງ ແລະ ທັນເວລາ

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. ຍຸດທະສາດການຫັນເປັນສາກົນຄວນຖືກລວມເຂົ້າໃນຍຸດທະສາດຂອງມະຫາວິທະຍາໄລ ເຊິ່ງແມ່ນ ຫນຶ່ງໃນເອກະສານສໍາຄັນທີ່ສຸດ.
- Partner universities understand the university's future plans, especially for internationalization. ມະຫາໄລຄູ່ຮ່ວມຕ້ອງເຂົ້າໃຈແຜນອານາຄົດ ໂດຍສະເພາະແມ່ນການຫັນສູ່ຄວາມເປັນສາກົນ
- 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

IRO ຄວນສ້າງກິດຈະກຳເຂົ້າໃນໂດຍອີງໃສ່ຈຸດປະສົງລວມ ແລະ ຜົນຄາດຫມາຍຂອງແຜນຍຸດທະສາດຂອງມະຫາວິທະຍາໄລ.

Mobility in the University Strategic Plan



- ການຄຸ້ມຄອງກິດຈະການແລກປ່ຽນ
- ປະກອບມີ 05 ການຄຸ້ມຄອງບໍລິຫານຄື:
 - ຄຸ້ມຄອງຈັດການຄວາມຕ້ອງການ
 - ຄຸ້ມຄອງຈັດການຂໍ້ຄັດແຍ່ງ ແລະ ສິ່ງທ້າທາຍ
 - ຄຸ້ມຄອງພາກສ່ວນຮັບຜິດຊອບທີ່ກ່ຽວຂ້ອງ
 - ຄຸ້ມຄອງຕົວຊີ້ວັດປະສິດຕິພາບ ແລະ ຂັ້ນຕອນການປະຕິບັດມາດຕະຖານ ແລະ ກວດສອບ

ຕົວຊີ້ວັດປະສິດຕິພາບໃນການປະຕິບັດ

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). ແຕ່ລະມະຫາວິທະຍາໄລຄວນສ້າງຂອບນະໂຍບາຍການ ຫັນສູ່ສາກົນ
- 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. ເອກະສານແນະນຳນະໂຍບາຍທາງດ້ານກົດຫມາຍ ແລະ ການ ບໍລິຫານສຳລັບສະຖາບັນ ການເຄື່ອນໄຫວຂອງນັກຮຽນ ແລະ ພະນັກງານແມ່ນສິ່ງສຳຄັນທີ່ສຸດຂອງ ແຜນການຫັນສູ່ສາກົນ ແລະ ການແລກປ່ຽນຄວນຈະມີລາຍລະອຽດຕໍ່ແຜນຫັນສູ່ຄວາມເປັນສາກົນ ເຊັ່ນກັນ.

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.)

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.
- During the COVID 19 pandemic virtual asynchronous/synchronous training programmes with selected partner universities are preferable for disseminating information and stimulating the interest of 8 | Page 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

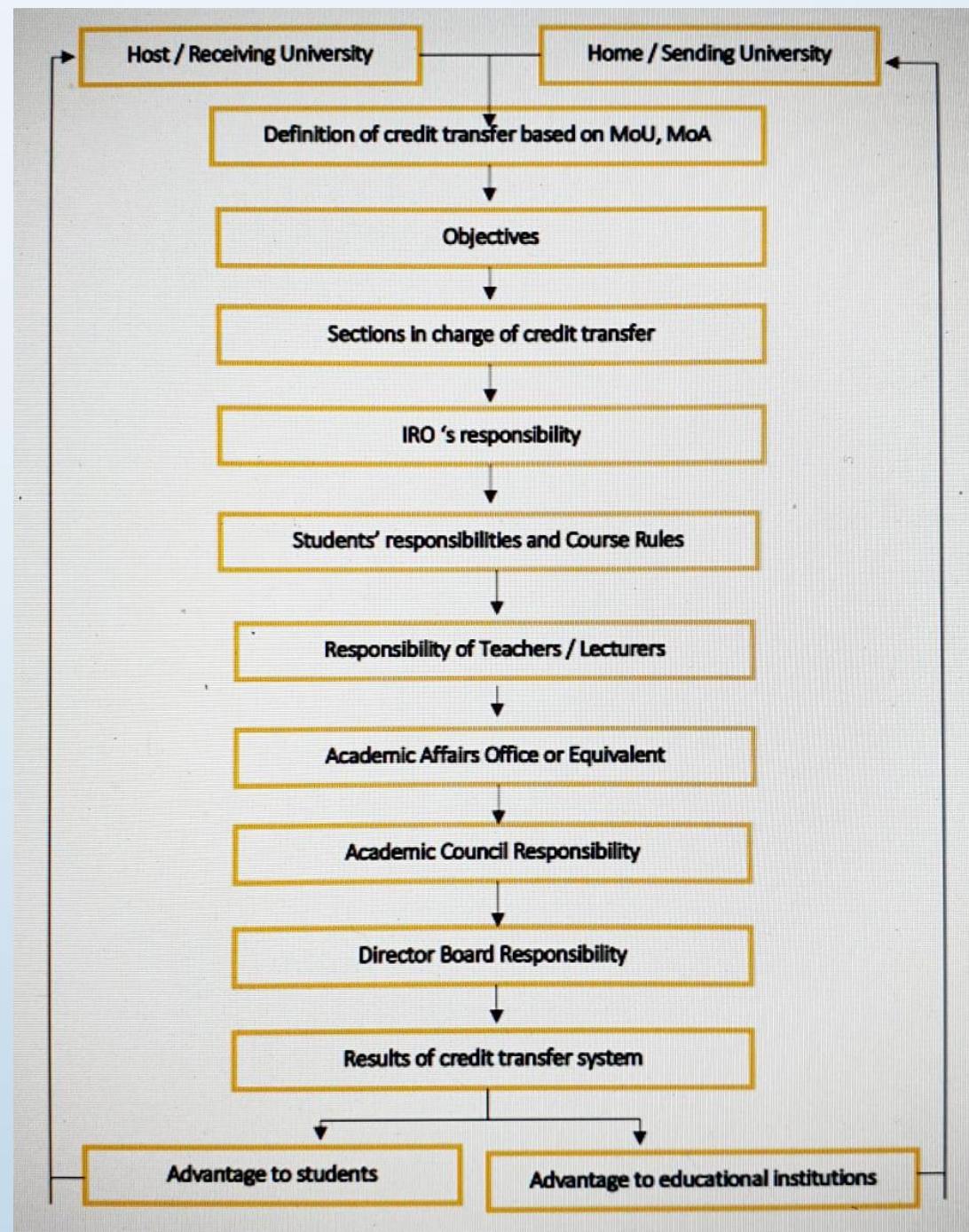
- Internationalization is the process of developing, implementing and integrating the international, intercultural and global perspective into the purpose, functions and delivery of higher education of an institution. This mainly involves students and staff exchange and collaborative research programmes. 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)¹. 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.





II. 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

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





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