Ministry of Higher Education Malaysia

OPERATIONAL FRAMEWORK FOR INTERNATIONAL STUDENT MANAGEMENT

Enhancing International Student's Experience in the Malaysian Higher Education System

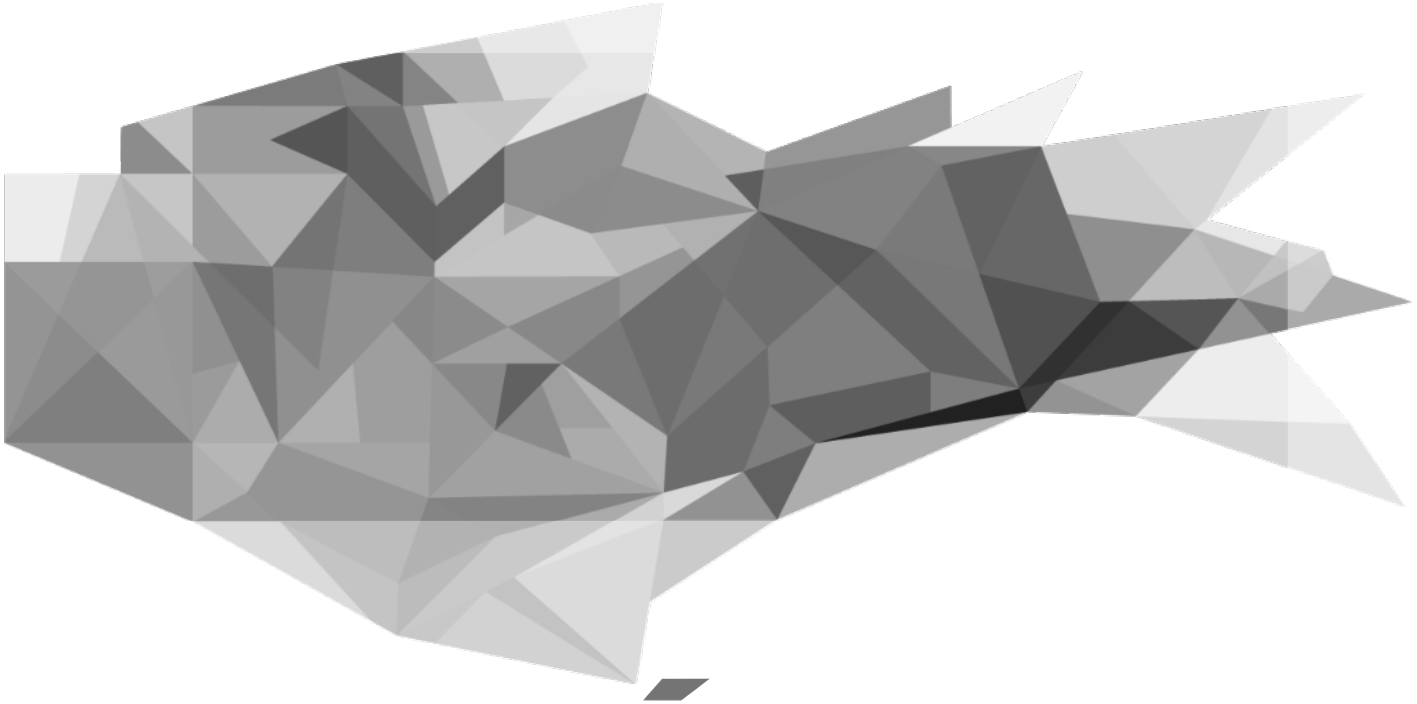
KPT
KEMENTERIAN PENGAJIAN TINGGI

KEMENTRIAN PENGAJIAN TINGGI

Ministry of Higher Education Malaysia

OPERATIONAL FRAMEWORK FOR INTERNATIONAL STUDENT MANAGEMENT

Enhancing International Student's Experience in the Malaysian Higher Education System



KPT
KEMENTRIAN PENGAJIAN TINGGI

KEMENTRIAN PENGAJIAN TINGGI

DITERBITKAN DI MALAYSIA OLEH / PUBLISHED IN MALAYSIA

Kementerian Pengajian Tinggi Malaysia / Ministry of Higher Education Malaysia
Jabatan Pengajian Tinggi / Department of Higher Education
No.2, Menara 2,
Jalan P5/6, Precint 5,
62200 Putrajaya.
Switchboard: +(60)3-8870 6000
Website: http://www.mohe.gov.my/

CETAKAN PERTAMA / FIRST PRINTING, MAY 2013

ISBN 978-967-0334-62-2

Hak cipta terpelihara. Tiada sebahagian daripada terbitan ini boleh diterbitkan semula, disimpan dalam sistem dapatan semula, atau dipindahkan, dalam sebarang bentuk ataupun sebarang cara, tanpa kebenaran bertulis daripada Kementerian Pengajian Tinggi Malaysia terlebih dahulu, atau sebagaimana yang dibenarkan dengan nyata oleh undang-undang. Pertanyaan mengenai penerbitan semula terbitan ini selain daripada skop yang dinyatakan hendaklah dihantar kepada Kementerian, di alamat seperti yang disenaraikan di atas.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, without the prior permission in writing of the Ministry of Higher Education Malaysia, or as expressly permitted by law. Enquiries concerning reproduction outside the scope of the above should be sent to the Ministry, at the address listed above.

FOREWORD

Minister of Higher Education Malaysia

Malaysia welcomes international students far and wide to pursue higher education in the country. It is our responsibility as a host to ensure meaningful study and living experience for the students, enabling them to achieve their fullest potential throughout their stay with us.

Therefore, it is important for Malaysian higher education institutions to put in place strategies and practices in effective management of our international student population. This will enhance our reputation and attractiveness as a quality higher education provider, gaining the confidence of prospective students to come to Malaysia for their higher education.

The introduction of the *Operational Framework for International Student Management* is timely as it provides a benchmark on international student management across the Malaysian higher education system especially in critical areas such as fee refunds, international students support services, admission assistance and student support services within Malaysian higher education institutions.

The adoption of the *Operational Framework for International Student Management* by all education providers will reflect the country's commitment in safeguarding the well being of international students in the country, accelerating the Ministry's effort in promoting Malaysia as an international education hub by 2020.

Thank you.

DATO' SERI MOHAMED KHALED NORDIN

FOREWORD

Secretary General, Minister of Higher Education Malaysia

The *Ministry of Higher Education (MoHE)* has highlighted internationalisation as one of the drivers in transforming the country's higher education institutions towards global excellence. Under the *National Higher Education Strategic Plan (NHESP) 2020,* the country aims at accelerating the inflow of international students to 150,000 by 2015 and 200,000 by 2020.

Towards this end, higher education institutions are encouraged to align their institutional internationalisation activities within six critical sectors i.e. student mobility, staff mobility, academic programmes, research and development, governance and autonomy as well as social integration and community engagement, as stipulated in the *Internationalisation of Higher Education Policy* launched in support of internationalisation efforts under the *NHESP 2020.*

The Ministry is intensifying efforts in ensuring the international students' well being is taken care of through greater enforcement and monitoring activities among higher education providers as well as help desks and online systems for the students to voice their concerns on their education experiences in the country.

The *Operational Framework for International Student Management* is another initiative introduced by the Ministry which serves as a guideline to all public and private higher education institutions of higher education in Malaysia in enhancing their international student management practices in respective institutions. It is hoped that the institutions would strive to offer the best of Malaysian higher education experience to the students through the institutional statements and best practices featured in the handbook.

My heartiest congratulation goes to the *Department of Higher Education* for the successful publication of this handbook.

Thank you.

DATUK AB. RAHIM MD. NOOR

FOREWORD

Director General, Department of Higher Education

The makings of a good Malaysian higher education experience is dependent on both the quality of academic programmes as well as the supporting services provided by the hosting higher education institutions.

Various researches conducted by local and international scholars have pointed to the significant influence of personal recommendations through 'word of mouth' in students' decision making over their selection of destination for higher education.

Our reputation as higher education providers, particularly among prospective international students is shaped by our efforts in marketing and recruitment, as well as informal information obtained through friends, family members and communication channels available online and offline.

This handbook features the commitment of the *Ministry of Higher Education* in setting reference points and best practices for the management of international students by its public and private higher education institutions. The Ministry's visualisation of international student management practices is encapsulated in three (3) main sections formulated through active stakeholder engagement from higher education institutions, international students and higher education practitioners i.e. the *Code of Practice for International Student Management*, the *Support Strategy for International Students* and *International Student Management Good Practice Indicators*.

In its essence, this handbook serves as a benchmark for all institutions to reflect on their current practices and enhance the delivery of support services to the international student population.

I would like to take this opportunity to express my utmost gratitude and appreciation to all organisations and individuals who have been directly or indirectly involved in developing this handbook. We believe that the higher education institutions will make good use of this handbook in support of building a reputable and respectable Malaysian higher education global brand.

Thank you.

DATO' PROFESSOR DR. RUJHAN MUSTAFA

TABLE OF CONTENTS

1 | Higher Education: Global And Regional Trends 9

Overview of Higher Education Today 10

The Malaysian Context: Malaysia's Aspiration of becoming an international Education Hub 14

2 | Operational Framework For International Student Management: An Introduction 17

About the Framework 18

3 | Reading The Framework 21

4 | Code Of Practice For International Student Management 23

1 Introduction 24

2 Information to International Students 26

3 Marketing and Recruitment of International Students 27

4 Enrolment of International Students 27

5 Fees 29

6 International Student Support Service 30

7 Institutional Management Practices 32

8 Risk Management 32

9 Grievances and Appeals 33

10 Administration 33

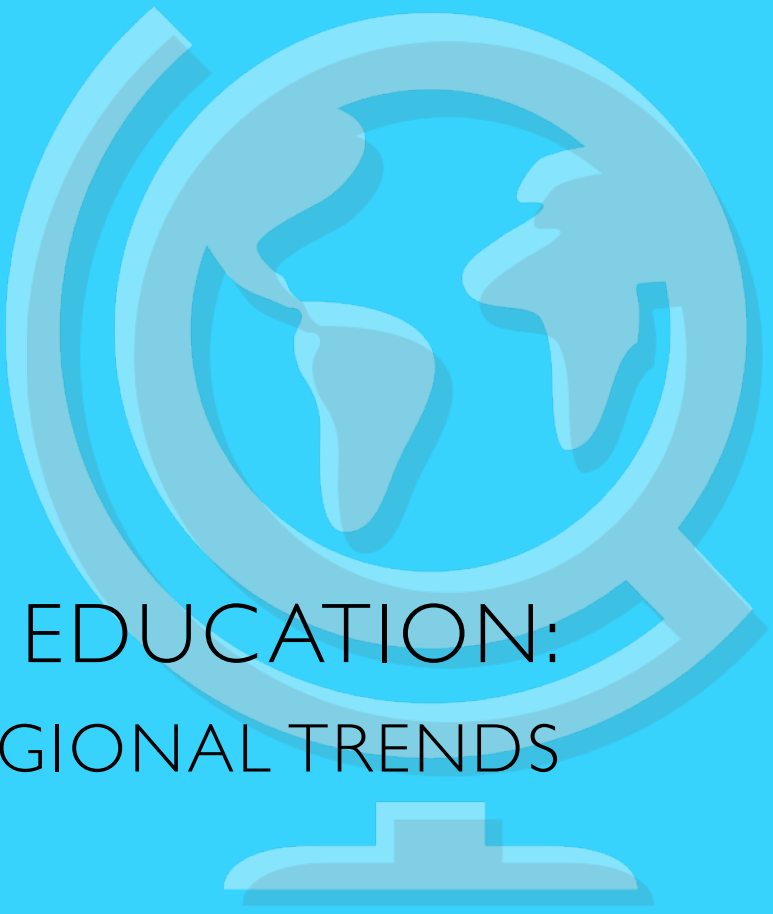
5 | Support Strategy For International Students 35

1 Introduction 36
2 Information to International Students 38
3 Marketing and Recruitment of International Students 41
4 Enrolment of International Students 44
5 Fees 47
6 International Student Support Services 50
7 Institutional Management Practices 56
8 Risk Management 57
9 Grievances and Appeals 59

6 | International Student Management: Good Practice Indicator 61

1 Information to international students 62
2 Marketing and recruitment of international students 63
3 Enrolment of international students 63
4 Fees 64
5 International student support services 65
6 Institutional management services 68
7 Risk management 68
8 Grievances and appeals 69

List Of Contributors 71



HIGHER EDUCATION:
GLOBAL AND REGIONAL TRENDS

Overview of Higher Education Today

The "flat" world, as perceived by Thomas Friedman, aptly describes the impact of globalisation on higher education – the global higher education landscape is now virtually connected through the World Wide Web and there is a greater flow of ideas, information and services across borders, signifying the slowly diminishing domestic and international borders which once were the boundaries inhibiting such interconnectedness[1]. Globalisation has also enabled the cross border flow of talent as countries are optimising the mobility of students across borders in attracting and retaining the best brains to address key skill shortages and knowledge-based national development[2].

[1] Ramler, S. (1991). Global Education for the 21st Century. *Educational Leadership 48*(7): 44-46.

[2] Gribble, C. (2008). Policy options for managing international student migration: the sending country's perspective. *Journal of Higher Education Policy and Management* 30(1): 25–39.

In the 21st century, higher education institutions no longer operate on conventional models of knowledge transmission and generation. Each of them has greater obligation on economic and social development of the nation to the local communities in which they are located[3]. Education[4] is responsive towards a globalised environment, and "should create patterns of employment, expectations, and demands for skills and products which cannot be met solely within national boundaries, not solely through national policies".

Globalisation and internationalisation are two inter-related but distinctive concepts, which should be differentiated in analysing the changing dynamics of the higher education landscape. Globalisation encompasses the inevitable forces of economic, technological and scientific trends[5] which directly affect higher education, and is largely associated with policies associated with marketisation, competition and the cross-border development in education and knowledge transfer[6]. Globalisation also entails strategies used by governments[7] in introducing

"...new forms of economic intervention intended to marketise the state itself as well as to promote the competitive advantage of national industrial and financial activities within a relatively open world economy..."

[3] Jongbloed, B., Enders, J., and Salerno, C. (2008). Higher Education and Its Communities: Interconnections, Interdependencies and a Research Agenda. *Higher Education* 56(3): 303-324.
[4] St.George, E. (2006). Positioning higher education for the knowledge based economy. *Higher Education* 52(4): 589- 610. DOI: 10.1007/s10734-005-0955-0
[5] Altbach, P.G. (2004a). Globalization and the University: Myths and Realities in an Unequal World. *Tertiary Education and Management 10*(1): 3-25.
[6] Teichler, U. (2004). The Changing Debate on Internationalisation of Higher Education. *Higher Education 48*(1): 5- 26.
[7] Evans, M. and Davies, J. (1999). Understanding policy transfer: a multi-level, multi-disciplinary perspective. *Public Administration 77*(2): 361-385.

On the other hand, *Marginson (2006)*[8] visualised internationalisation by emphasising on a "single world-wide arrangement" of higher education characterised by a complex interaction of words, ideas, knowledge, finance, networks and university operations concurrently at all local, national and global levels. *Rui Yang (2002)*[9] distinguished the concept of higher education internationalisation from globalisation by noting on the cultural elements that come along with the cross border flow of students, programmes and providers:

> ***"… For a university, internationalisation means the awareness and operation of interactions within and between cultures through its teaching, research and service functions, with the ultimate aim of achieving mutual understanding across cultural borders… internationalisation is often associated with cultural integration and conflicts in non-Western countries. In Japan, for example, cultural and ideological meanings have been added…" (pp.83)***

It has become common for higher education institutions to infuse "international, intercultural or global dimensions[10] in the core activities of higher education institutions. The compelling pressure in intensifying internationalisation activities are driven by four key rationales at both institutional and national levels, as proposed by *de Wit (2002)*[11] and *Knight (2007)*[12]: social / cultural, political, economic and academic factors. The most prevalent rationale for internationalisation would be economic benefits; the export of education programme and training services is

[8] Marginson, S. (2006). Dynamics of national and global competition in higher education. *Higher Education 52*(1): 1- 39.
[9] Rui Yang. (2008). University internationalisation: its meanings, rationales and implications. *Intercultural Education* 13(1): 81-95.
[10] Knight, J. (2007). Internationalisation: concepts, complexities and challenges. In J.J.F. Forest and P.G. Altbach (eds). *International Handbook of Higher Education* (pp 207-227). Netherlands: Springer.
[11] de Wit, H. (2002). *Internationalization of Higher Education in the United States of America and Europe: A Historical, Comparative and Conceptual Analysis*. Westport, Connecticut: Greenwood Press.
[12] Knight, J. (2007). Internationalisation: concepts, complexities and challenges. In J.J.F. Forest and P.G. Altbach (eds). *International Handbook of Higher Education* (pp 207-227). Netherlands: Springer.

a lucrative trade, in view of education as one of the twelve service exports[13] under the *General Agreement on Trade in Services (GATS)*. Internationalisation also increases a country's scientific, technological and economic competitiveness as countries develop and recruit the best of talent, besides forming stronger geopolitical ties and economic relationships with neighbours in the region via academic and research cooperation.

[13] Knight, J. (2006). Crossborder Education: An Analytical Framework for Program and Provider Mobility. In J.C. Smart (ed.), *Higher Education: Handbook of Theory and Research*, Vol. XXI, 345–395. Dordrecth: Springer.

The Malaysian Context: Malaysia's Aspiration Of Becoming An International Education Hub

A number of Asian countries are explicitly announcing their intention of becoming 'education hubs' of higher education in the region, and leading the initiative are countries in the East Asia region, namely Singapore, Hong Kong and Malaysia. The term 'education hub' has been a buzzword of recent years, highlighting the exponential growth in cross border education[14] in the region.

Malaysia is also aiming to be an education hub in the region, with this aspiration being clearly outlined in the national higher education transformation blueprint, the *National Higher Education Strategic Plan 2020 (NHESP 2020)*[15]. There are two distinctive eras of the Malaysian higher education sector i.e. the 1990s, marked by the Asian financial crisis[16], corporatization of higher education institutions and the introduction of *Private Higher Educational Institutions Act 1996 (Act 555)*, and the 2000s, marked by liberalisation, privatisation and massification[17] of the higher education system. These two eras are

[14] KH Mok. (2011). International Benchmarking with the Best: The Varied Role of the State in the Quest for Regional Education Hubs in Malaysia and Hong Kong. In G. Steiner-Khamsi, & F. Waldow (Eds.), *World Yearbook of Education 2012: Borrowing and Lending in Education* (pp.167-190). London: Routledge.

[15] Ministry of Higher Education (MoHE). (2007). *Pelan Strategik Pengajian Tinggi Negara*. Putrajaya: MOHE.

[16] KH Mok (2008). Positioning as Regional Hub of Higher Education: Changing Governance and Regulatory Reforms in Singapore and Malaysia. International Journal of Education Reform 17(3): 230-250.

[17] Marimuthu T. (2008). The Role of the Private Sector in Higher Education in Malaysia. In D. Johnson, R. Maclean (Eds). *Teaching: Professionalisation, Development and Leadership*. (pp 271-282). Netherlands: Springer.

significant in tracking the intensity in internationalisation of Malaysian higher education and its quest to be an education hub. With an increased domestic demand in higher education[18] in the country, the government has gradually shifted its State-centric model to allow non-State actors[19], for example individuals and organisations to set up and operate private higher education institutions in the country.

Knight and Morshidi (2011)[20] have classified Malaysia as a "student hub". A student hub focuses on the recruitment of international students, which aims at internationalising the higher education system of the country, generating revenue and increasing the profile of the country as a higher education provider. The development in higher education transformation pays off as the number of international student enrolled in the higher education institutions increases. Based on figures released by the MoHE, there is a 65 percent increase in total international student enrollment in Malaysia from 2003 to 2008, with private higher education institutions as the lead recruiter in international students. The Asia market is Malaysia's main source of international students, due to its adaptable socio-cultural and linguistic traits, the use of English as a medium of instruction, and lower tuition fees and living costs[21]. The country also receives a growing number of students from Africa and the Middle East, due to the

[18] Wilkinson, R. and Ishak Yussof. (2005). Public and private provision of higher education in Malaysia: A comparative analysis. *Higher Education 50*(3): 361-386.

[19] Morshidi Sirat. (2010). Strategic planning directions of Malaysia's higher education: university autonomy in the midst of political uncertainties. *Higher Education* 59(4): 461-473.

[20] Knight, J. and Morshidi Sirat. (2011). The complexities and challenges of regional education hubs: focus on Malaysia. *Higher Education 61*(5): 593–606.

[21] Verbik, L. and Lasanowski, V. (2007). *International Student Mobility: Patterns and Trends. Report prepared for Observatory of Borderless Higher Education.* Retrieved from http://www.wes.org/educators/pdf/StudentMobility.pdf. Accessed 28 August 2010.

targeted recruitment conducted by the State in luring students from these regions after the 9/11 attacks[22]. By the end of 2009, the top ten Middle East countries with the highest international student enrolment in Malaysia are Iran, Yemen, Iraq, Saudi Arabia, Jordan, the Palestinian territory, Oman, Turkey, Syrian Arab territory and Egypt.

While the prospects of Malaysia in attracting greater number of international students are promising, questions remain as to whether Malaysia has the potential to move beyond the 'student hub' classification into the subsequent development levels in *Knight (2011)'s*[23] education hub typology i.e. innovation hub. Its fellow education hub aspirants i.e. Singapore and Hong Kong have placed huge investment in attracting the best of students, higher education institutions and foreign investment in building respective countries as education hubs. The country is also in need of strategies and initiatives in capacity building through international education, such as attractive remuneration schemes to retain graduating international students for employment and forging closer international collaboration and networking activities[24] with foreign counterparts.

---

[22] Morshidi Sirat. (2008). The Impact Of September 11 On International Student Flow Into Malaysia: Lessons Learned. *International Journal of Asia-Pacific Studies* 4(1): 79-95.

[23] Knight, J. (2011). Three Types of Education Hubs—Student, Talent, Knowledge: Are Indicators Useful or Feasible? *London: Observatory on Borderless Higher Education.*

[24] Ministry of Higher Education (MoHE). (2011). *National Higher Education Strategic Plan 2. Malaysia's Global Reach: A New Direction.* Putrajaya: MOHE.

2. OPERATIONAL FRAMEWORK FOR INTERNATIONAL STUDENT MANAGEMENT: AN INTRODUCTION

About the Framework

The framework is a compilation of input, ideas and best practices from a variety of stakeholders – practitioners from both the public and private higher education institutions, education counselor, and international students – on how best to care for the well being of our international student population throughout their Malaysian higher education experience.

The stakeholders' vision and aspiration towards the management of international students are encapsulated through the scope defined in the framework, such as the information provided to international students, marketing and recruitment of international students and student admission procedures, among others.

The stakeholders' recommendations on enhancing the current state of international student management is also reflected in the framework – through the clarification of the roles and responsibilities of stakeholders involved, in

particular higher education institutions and the international students.

The introduction of the framework is a timely move by the MoHE in ensuring the credible reputation of Malaysia as a quality international education provider in the region. This is part of the Ministry's effort in promoting Malaysia as an international education hub by 2020, as envisioned in the National Higher Education Strategic Plan 2020

Introduction

The objectives of introducing the Operational Framework for International Student Management are three-fold:

1. Enhancing current international student management practices of both public and private higher education institutions.
2. Strengthening current guidelines issued by the Ministry of Higher Education on international student management i.e. *Guidebook on the Management of International Students in Higher Education Institutions (2011).*
3. Conforming standards and best practices among public and private higher education institutions in the country.

Operational Framework For International Student Management

The framework

1. Serves as the "industrial standards" to be adhered to by all Malaysian higher education institutions recruiting international students in the management of their international student population especially in areas such as fee refunds, international students' support services, admission assistance, etc.
2. Protects and supports international students in their educational pursuits in this country by recommending standards and aspects to be considered by higher education institutions in international marketing and promotion, admission and international student management.

The framework is expected to supplement current legal framework in management of higher education institutions, such as the *Private Higher Educational Institutions Act 1996 (Act 555)* and the *University and University Colleges Act 1971 (Act 30)*. The framework is also expected to complement efforts by Education Malaysia Global Services, a private entity owned by the government of Malaysia under MoHE in promotion, marketing and support services for international students in Malaysian higher education institutions.

3. READING THE FRAMEWORK

The framework consists of three components:

1. Code of Practice for International Student Management *('backbone' of the Framework)*
2. Support Strategy for International Students *(guidelines to institutions on supporting international students)*
3. International Student Management Good Practice Indicators *(general indicators on international student management)*

The first component i.e. Code of Practice for International Student Management is the core document of this Framework. This document outlines the standard practice that Malaysian higher education institutions should adhere to in accepting and accommodating to international students in respective institutions.

Statements proposed in the Code of Practice for International Student Management guides the formulation of subsequent components i.e. Support Strategy for International Students and International Student Management Good Practice Indicators.

All three components complement each other in enhancing the well being of international students studying in both public and private Malaysian higher education institutions.

4. CODE OF PRACTICE FOR INTERNATIONAL STUDENT MANAGEMENT

1 Introduction

1.1 The Code of Practice for International Student Management (Herein referred to as "The Code") aims at enhancing international student management of Malaysian higher education institutions (Herein referred to as "HEIs") by prescribing references at each contact point between the students and the institutions.

1.2 The Code is a set of written standards issued by the Ministry of Higher Education (Herein referred to as "MoHE") committing Malaysian HEIs to enhance the provision of higher education at respective institution in its effort to become a centre of excellence for higher education globally.

1.3 The Code is formulated through collective feedback from all stakeholders involved in international student management.

1.4 The Code made reference to the following Acts governing Malaysian HEIs:

- Act 30: University and University Colleges Act 1971
- Act 555: Private Higher Educational Institutions Act 1996

1.5 The Code is issued alongside the following documents:

- Support Strategy for International Students, a document recommending minimum standards and best practices for Malaysian HEIs
- International Student Management Good Practice Indicators, a document recommending minimum performance indicators for Malaysian HEIs

1.6 The Code applies to

- International students registered with Malaysian HEIs which are recommended by MoHE to recruit international students, also receiving legal permit to recruit international students by the Ministry of Home Affairs
- International students entering Malaysia for short term academic programmes or non-graduating international mobility programmes

1.7 The Code must be made known to all international students at the point of admission into the institution via the following pathways:

- A statement informing international students on the existence of the Code in the students' offer letter
- University admission website
- International student office, student affairs office or offices managing international student affairs in Malaysian HEIs

2 Information to International Students

2.1 Scope of information available

2.11 HEIs should provide accurate, easily accessible, timely and reliable information to international students as a general overview on the study and living experience in the country.

2.2 Availability and accuracy of information provided

2.21 HEIs should ensure information provided on all promotional materials and communication channels used during international marketing and promotion activities is accurate and updated.

2.22 HEIs should approve all promotional materials and communication channels used in third party promotional activities e.g. recruitment agents, liaison officers, regional officers, etc.

3 Marketing and Recruitment of International Students

3.1 Promotion and marketing activities

3.11 HEIs should ensure all promotion and marketing activities are well planned and coordinated at all levels.

3.2 Representation of Malaysian higher education institutions abroad

3.21 HEIs should ensure that all staff members and third party representatives in charge of promotion and marketing activities abroad are well qualified, well trained, well informed and able to represent the HEIs abroad.

4 Enrolment of International Students

4.1 Application and assessment of application

4.11 HEIs should make clear all admission standards and procedures to academic programmes to the students on all online or offline communication channels.

4.12 HEIs should provide timely responses upon receiving queries from students with regard to their application.

4.2 Offer of place to students

4.21 HEIs have discretion, based on institutional capacity over accepting and offering a place to prospective students who have met the minimum requirements.

4.22 HEIs may channel rejected applications to other institutions with reasonable justification and consent from applicants.

4.23 HEIs should provide offer letter with accurate information with regard to the procedures and processes to be fulfilled by students prior to admission into the country.

4.3 Student pass application

4.31 HEIs should provide accurate information with regard to student pass application and the conditions enabling, deferring and terminating the student pass application.

4.32 HEIs should ensure international students have valid insurance coverage prior to the students' student pass application.

4.33 HEIs should keep a record of international students' insurance coverage throughout the course of the students' study in respective institutions.

5 Fees

5.1 Fees and fee structure

5.11 HEIs should provide a general description of fees together with the offer letter.

5.12 HEIs should have a clearly defined policy on fees, refunds, penalties and appeal process and make the policy known to students.

5.13 HEIs wishing to increase students' fees should ensure that students are informed in advance of the fee increase. The fee increase should only affect commencing students.

5.2 Fee refunds

5.21 HEIs should grant students fee refunds within the specified time frame should the students be eligible for fee refunds, subject to circumstances outlined by respective institutions.

5.3 Penalty and appeal

5.31 HEIs could impose students with additional charges should the students breach terms and conditions on payment of fees outlined by respective institutions.

5.32 HEIs should have an appeal process for students should they believe that the HEIs' decision do not reflect the policy and regulations on fee and fee refunds.

6 International Student Support Service

6.1 Student arrival

6.11 HEIs should clearly communicate procedures relating to students' arrival at the airport or other entry points of the country to the students through appropriate online or offline communication channels.

6.2 Orientation

6.21 HEIs should ensure each international student undergo adequate orientation programmes in respective institutions.

6.3 Housing and accommodation

6.31 HEIs should facilitate the students' arrangements on accommodation, either on- or off-campus.

6.32 HEIs should ensure that the students' accommodation is equipped with suitable residential facilities and provide a safe physical environment.

6.33 HEIs should keep a record of students' accommodation details should they opt for off-campus accommodation.

6.4 Academic matters

6.41 HEIs should inform students of the academic system and culture of the institution, such as examination procedures, issues on plagiarism, quality assurance, and students' participation in academic contexts and activities.

6.42 HEIs should identify students requiring learning support or skills enhancement and provide intervention programmes to assist the students.

6.43 HEIs should make the students aware of their role in adhering to academic rules and regulations of respective institutions at all times.

6.44 HEIs should advise students seeking transfer to another HEI on conditions granting their transfer, repercussions of the transfer on their student pass and procedures on transfer to other institutions.

6.5 Social matters

6.51 HEIs should develop cultural and societal integration programmes between international students and the local community to expose them to the diversity of the Malaysian community.

6.52 HEIs should be mindful of students' diversity and cultural differences in providing for services and support systems suitable with the students' diverse background.

6.6 Healthcare support

6.61 HEIs should ensure students are aware and have access to physical and mental health care services on- and off-campus.

7 Institutional Management Practices

7.1 Support for staff managing international students

7.11 HEIs should develop specialised training programmes and cross-cultural programmes appropriate to the level of involvement of staff with international students.

8 Risk Management

8.1 HEIs should be aware of the possible risks in managing international students covering health risks, safety risks, natural disasters, accidents, closure of institutions and other risks which might affect students' study and living experience in the country.

8.2 HEIs should develop risk management principles and train staff responsible in handling possible risks.

9 Grievances and Appeals

9.1 HEIs should develop a channel for students to raise their concerns and complaints with regard to their experience in the institution.

9.2 HEIs should ensure students are aware of the available channels to raise their concerns and that the information provided should be confidential unless the use of the information is authorised.

9.3 HEIs should address or respond to the students' issues in a timely manner and inform the students regularly on the progress.

10 Administration

10.1 Endorsement of The Code by international students and institutions

10.11 HEIs should ensure the students understand details prescribed in The Code.

10.12 HEIs and the international students are expected to make full commitment in upholding The Code's standards.

10.13 HEIs and the international students acknowledge that the standards prescribed by The Code is important in developing and maintaining quality assurance of Malaysian higher education.

10.2 Modification on the Code

10.21 The Code is to be reviewed in a timely manner agreed upon by MoHE in consultation with the Malaysian HEIs and other related stakeholders involved in international student management in the country.

5

SUPPORT STRATEGY
FOR INTERNATIONAL STUDENTS

1 Introduction

1.1 The Support Strategy for International Student Management (Herein referred to as "The Strategy") aims at enhancing international student management of Malaysian higher education institutions (Herein referred to as "HEIs") by outlining roles and responsibilities of parties directly involved in international student management:

- Malaysian higher education institutions
- International students

1.2 The Strategy is a complementary document to the Code of Practice for International Student Management (Herein referred to as "The Code") issued by the Ministry of Higher Education (Herein referred to as "MoHE") which seeks to recommend standards and good practices guiding the management of international students in HEIs.

1.3 The Strategy is formulated through case practices in international student management by local and foreign HEIs through secondary literary sources made available by respective HEIs.

1.4 The Strategy addresses critical issues with regard to the following:

- Information to international students
- Marketing and recruitment of international students
- Enrolment of international students
- Fees
- International student support services
- Other management practices
- Risk management
- Grievances and appeals

1.5 The Strategy is to be read alongside the Code to ensure coherence of both documents in guiding international student management practices of HEIs.

2 Information to International Students

2.1 Guiding principles

The Code,

"2: Information to International Students", making reference to the following scopes from the code of practice:

- Scope of information available
- Availability and accuracy of information provided

2.2 Roles and responsibility of HEIs

HEIs should provide accurate, easily accessible, timely and reliable information concerning the following:

1. Description of country
1.1 Location and accessibility
1.2 Local environment and attractions
1.3 Estimated cost of living

2. Description on institution
2.1 Location and accessibility

3. Description on admission to academic programmes
3.1 Admission requirements
3.2 English language requirements
3.3 Pre sessional, bridging and in-session supplementary programmes
3.4 Course exemptions related to prior learning programmes
3.5 Arrangements with other organisations on academic programmes (e.g. joint degree programmes)

4. Description on campus experience
4. 1 Teaching and learning facilities
4. 2 Research facilities
4. 3 Course structure and duration of academic programme
4. 4 Accreditation of academic programme and certificate obtained at the end of study
4. 5 Internal and external policies guaranteeing quality assessment of academic programmes
4. 6 Evaluation and examination regulations
4. 7 Accommodation available
4. 8 Academic counselling
4. 9 Healthcare facilities
4. 10 Other facilities available (e.g. library, resource centre, sports centre)

5. Description on course fees
5.1 Course fee applicable
5.2 Other programme and service related fees applicable
5.3 Refund policies and conditions

6. Description on students' responsibility in related legal framework
6.1 Legal framework governing international student management
6.2 Conditions of entry and stay in Malaysia for students and dependents
6.3 Employment regulations
6.4 Mandatory insurance and healthcare arrangements for students and dependents
6.5 Drug trafficking
6.6 Criminal laws

2.3 Role and responsibility of international students

International students should:

1. Seek information required in preparing for their studies at respective HEIs, covering but not limited to items listed in 2.2.

2. Seek clarification on information obtained in preparing for their studies from respective HEIs should the available information not adequately addressed the information required by the students.

3 Marketing and Recruitment of International Students

3.1 Guiding principles

The Code,

"3: Marketing and recruitment of international students", making reference to the following scopes from the code of practice:

- Promotion and marketing activities
- Representation of Malaysian higher education institutions abroad

3.2 Role and responsibility of HEIs

HEIs should:

1. Ensure all promotion and marketing activities are carried out with integrity and acuracy.
2. Ensure all promotion and marketing activities justly reflect the nature of educational opportunities in respective institutions and its academic programmes without resorting to comparative or derogatory remarks of any other providers or their courses.
3. Ensure the Malaysian Diplomatic Missions are aware of their promotions, marketing and delivery of education to international students and that such involvement meets all official in-country rules and regulations.

4. Ensure all staff members representing respective institutions in promotion and marketing activities abroad are:

4.1 Carefully selected

4.2 Familiar with the education systems, culture and customs of the countries concerned

4.3 Understand their roles and responsibilities as representatives of respective institutions

4.4 Able to communicate clearly and fluently in English or relevant native language of the host country.

4.5 Well-trained

4.6 Familiar with the institution's programmes and procedures in recruiting international students

5. Ensure the recruitment agents employed are:

5.1 Competent, well informed and reputable

5.2 Act in the best interests of Malaysian HEIs and international students

5.3 Trained by the institutions and are familiar with the institutions' academic programmes, the local environment where the institutions are operating and the university environment

5.4 Bound by contractual agreements that outline terms of references and terms of payment

5.5 Aware of termination of services in the event of breach of contract

5.6 Monitored on a regular basis

6. Approve the promotion and marketing activities conducted by the recruitment agents.

7. Review the performance of recruitment agents based on feedback by the international students recruited.

8. Communicate national regulations and any new or amended regulations to the recruitment agents.

9. Inform students of any additional costs to be borne by the students and/or institutions in employing the agents for recruitment.

3.3 Role and responsibility of international students

International students should:

1. Be aware that the promotion and marketing activities are conducted by a legitimate personnel or representative of respective Malaysian HEIs.

2. Inform MoHE, through appropriate channels, should the information and services provided by HEIs during promotional and marketing activities by HEIs do not adhere to standards outlined in 3.2.

4 Enrolment of International Students

4.1 Guiding principles

The Code,

"4: Enrolment of international students", making reference to the following scopes from the code of practice:

- Application and assessment of applicants
- Offer of place to students
- Student pass application

4.2 Role and responsibility of HEIs

HEIs should:

1. Make clear guidelines on entry requirements, academic and English language requirements for academic programmes to international students.
2. Provide timely responses upon receiving queries on the following:

2.1 Status of application
2.2 Justification on status of application, wherever requested
2.3 Appeal processes on application

3. Provide offer letter with the following information:

3.1 Confirmation of acceptance
3.2 Academic programme admission details
3.3 Fee structure and payment
3.4 Refund policy
3.5 Scholarship application form, should the student be eligible for a scholarship
3.6 Checklist of additional documentation required to be submitted
3.7 Procedures applicable for deferment

and termination of study

3.8 Details on support services, accommodation arrangements and other information on the institution

3.9 Mandatory medical check-up and insurance

3.10 Student pass application procedures

4. Provide the following information concerning student pass processing:

4.1 Documents required for application

4.2 Conditions granting application

4.3 Duration of time required for processing application

4.4 International students' responsibility to renew student pass and fulfilling any requirement on student pass renewal

4.5 Conditions terminating student pass

4.6 Conditions and procedure in appeal process

4.7 Application process and procedure for dependents, where applicable

5. Ensure every international student complies with the mandatory insurance coverage prior to student pass application.

4.3 Role and responsibility of international students

International students should:

1. Ensure they have met all academic and language requirements with regard to their application to study in respective Malaysian HEIs.

2. Be prepared to attend any pre sessional, preparatory or bridging programmes as required by respective Malaysian HEIs prior to their admission into selected academic programmes.

3. Ensure they have provided completed documents for their application to academic programmes and student pass application.

4. Be aware of the consequences of not fulfilling the necessary requirements and documentations for their admission to the country and selected academic programmes.

5. Provide

5.1 Full and accurate information on the application form

5.2 Appropriate additional information to respective institutions upon request

6. Keep respective institutions informed of any change of address or change in application status.

7. Reply to offer of place from respective institutions within the duration specified in the letter

8. Inform MoHE, through appropriate channels, should their application for admission into academic programme and/ or student pass application be not justly addressed by HEIs.

5 Fees

5.1 Guiding principles

The Code,

"5: Fees", making reference to the following scopes from the code of practice:

- Fees and fee structure
- Fee refunds
- Penalty and appeal

5.2 Role and responsibility of HEIs

HEIs should:

1. Provide a description of compulsory fees to be paid by the international students for the course of study together with the offer letter. This includes registration fee, tuition fee, and on-campus accommodation fees.
2. Avoid the use of terms which might lead students to question fees paid, such as "miscellaneous fees".
3. Institutions have the right to modify fees to be paid by students. The changes would affect commencing students and will not have an effect on current students of the institution.
4. Comply with the tuition fee and fee structure approved by the MoHE.
5. Ensure the following information is provided with regard to fee and fee structure:

5.1 Any policies on fee increases, repeat fees and incidental charges applicable

5.2 Payment method

5.3 Time frame for paying fees

5.4 Conditions granting extensions of fee payment

5.5 The consequences faced should they fail to pay all predetermined fees according to a given time frame. This includes

- 5.5.1 Visa renewal
- 5.5.2 Course registration
- 5.5.3 Review of results
- 5.5.4 Graduation

6. Ensure that students be granted full fee refunds, except for personal bond and processing / registration fees within the specified time frame, in the following circumstances:

6.1 The student pass application is rejected and the appeal process has failed

6.2 The HEI is unable to provide the academic programme offered

6.3 The student shows evidence of a medical report preventing him to commence his studies

6.4 The student is unable to commence his studies due to unforeseen circumstances e.g. natural disasters and civil crisis

6.5 The student's funding source e.g. scholarship is terminated prior to student's arrival to institution

7. Ensure that students be granted partial fee refunds in the following circumstances:

7.1 The student requests for withdrawal from academic programme up to 2 weeks of commencement

7.2 The student is unable to pass subsequent examinations for the academic programme and is deemed not eligible to continue the programme

7.3 The student is unable to continue his study due to medical or unforeseen circumstances

8. Ensure the partial refund should be on pro-rate basis of the tuition fee paid.

9. Ensure a refund is only applicable when evidence is presented by the student to the instutition.

10. Ensure that students be granted zero fee refunds in the following circumstances:

10.1 The student withdraws from the academic programme after a predetermined period of commencement set by the institution

10.2 The student is found to commit fraud over his student application

10.3 The student is convicted over a crime or academic misconduct

11. Ensure that students are being informed of the timeframe needed for refund in their refund policy.

5.3 Role and responsibility of international students

International students should:

1. Pay all fees due to respective HEIs on time.
2. Be aware and understand existing policies on fee, fee refunds and appeals process with regard to fees.

6 International Student Support Services

6.1 Guiding principles

The Code,

"6: International student support services", making reference to the following scopes from the code of practice:

- Student arrival
- Orientation
- Housing and accommodation
- Academic matters
- Social matters
- Healthcare support

6.2 Role and responsibility of HEIs

HEIs should:

Student arrival

1. Ensure students' safe passage:

1.1 Students are aware of the immigration procedure

1.2 Students are aware of all necessary documents to be presented at the immigration

1.3 Students are aware of the directions and travel options to the institution

1.4 Students are aware of the office hours and contact person/s.

1.5 Students are prepared with necessary amount of cash in hand

1.6 Students have names of contact personnel of Malaysian HEIs at entry point

2. Ensure students have appropriate accommodation on arrival:

2.1 Students are informed on the availability of accommodation, including transit accommodation should the students arrive out of office hours and/or students have yet to locate permanent accommodation

2.2 Students are provided with an option for on-campus accommodation for a reasonable period of time

2.3 Advise students with dependent on appropriate options for on- and off-campus accommodation

Orientation

1. Ensure students are equipped with the necessary information for campus life:

1.1 Briefing by relevant units of university (e.g. international admission/library/ health centre and others) and other related agencies (police/immigration/ insurance agents and others)

1.2 Introduce students to various student support groups/societies/support programmes and others

1.3 Inform students of staff or student support group should they encounter adjustment challenges at the initial stages of arrival.

Housing and accommodation

1. Ensure students are informed of the rules and regulations governing accommodation arrangements.

2. Ensure students seek advice from related departments on accommodation arrangements off-campus and any tenancy agreement made before committing to the agreement.

Academic matters

1. Ensure students have access to on-campus support programmes.

2. Develop proper mechanisms in monitoring the international students' progress.

3. Ensure the students are performing well.

4. Develop proper mechanisms in supporting students' academic progress, such as:

4.1 The provision of Academic Advisor from the faculty to every international student

4.2 Full-time international student counselor

5. Provide consultation to students seeking transfer to a different HEI.

Social matters

1. Ensure students are aware of

1.1 Available voluntary ambassador/ International Buddy System in respective institutions as a form of peer support

1.2 Available social calendar of events that can help the students acclimatise with the new environment

1.2.1 cultural night;

1.2.2 community engagement;

1.2.3 International food festival;

1.2.4 Celebration of country Independence Day;

1.2.5 Engagement with the Embassies of the International Student

2. Develop mechanisms in obtaining feedback from the international students on their experience in respective institutions.

Healthcare support

1. Ensure each student is given information on available healthcare and counseling services:

1.2 Introduce healthcare services offered by respective institutions and other available options

2. Provide each student with relevant contact points in case of emergency.

3. Take necessary actions and precautions as and when any healthcare issues arise.

4. Liaise with healthcare providers regularly for advice on health matters.

6.3 Role and responsibility of international students

International students should:

Student arrival

1. Inform respective institutions on travel plans and necessary arrangements prior to arrival.

Orientation

1. Attend orientation sessions to familiarise themselves with the environment of the institution.

Housing and accommodation

1. Pay all associated fees on time.
2. Live responsibly and respect other students when living in a shared environment.
3. Comply with institution regulations on accommodation.

Academic matters

1. Attend lectures and give notification of absence to related academic staff.
2. Submit assignments on time.
3. Seek help should they encounter difficulties in their studies.
4. Be responsible towards subject assessment.
5. Optimise available facilities for learning.
6. Comply with institution regulations on all academic-related matters.

Social matters

1. Be proactive to participate in integration programmes organised by respective institutions and/or the local community.

Healthcare support

1. Fully utilise available healthcare and counseling support when required

2. Comply with all appropriate health and safety policies, guidelines and procedures

7 Institutional Management Practices

7.1 Guiding principles

The Code,

"7: Institutional management practices"

7.2 Role and responsibility of HEIs

HEIs should:

1. Ensure staff managing international students are
   - 1.1 Competent
   - 1.2 Understand cultural and language differences in their involvement with international students
   - 1.3 Understand the relevant Malaysian laws and regulations governing international education, such as immigration laws
   - 1.4 Understand their roles and responsibilities in managing international students

8 Risk Management

8.1 Guiding principles

The Code,

"8: Risk management"

8.2 Role and responsibility of HEIs

HEIs should:

1. Set up standard operating procedures to manage risks concerning international students.

2. Prepare sufficient financial reserve for any eventualities that may not be covered by any means of protection.

3. Inform international students on

3.1 standard operating procedures in managing risks concerning international student

3.2 personnel in charge of handling possible risks concerning international students in HEIs.

Operational Framework For International Student Management

Risk	Description	Example
Health risks	Factors that increases the chances of international students to either transmit or contract diseases	1. SARS epidemic (2003) 2. Immunodeficiency virus e.g. HIV 3. Infectious disease e.g. Hepatitis C
Safety risks	Factors that increases the chances of international students to be injured or possesses safety threat to others	1. Assault (Physical, sexual) 2. Robbery 3. Kidnapping 4. Shooting in school (Virginia Tech, 2007) 5. Civil insurgency (Egypt, 2011; Syria, ongoing)
Natural disasters	Factors that puts the international students at risk of being injured due to natural disasters	1. Tsunami (Japan, 2011) 2. Earthquake 3. Flood
Risks due to negligence of students	Factors that increases the chances of international students to be injured due to negligence	1. Accidents
Risks due to negligence of institutions	Factors that put international students' study and living experiences in jeopardy due to negligence of institutions	1. Closure of academic programme 2. Closure of institution (UNSW Singapore, 2009) 3. Safety of accommodation / homestay programme for international students
Other risks	Other identified factors that put students' safety and well being in jeopardy and/or affect students; study and living experiences in host country	1. Drug overdose 2. Alcohol abuse 3. Crime conducted by international students 4. Students untraceable (especially during participation of mobility programmes) 5. Suicide 6. Death of natural causes

9 Grievances and Appeals

9.1 Guiding principles

The Code,

"9: Grievances and appeals"

9.2 Roles and responsibility of HEIs

HEIs should:

1. Develop a standard operating procedure to handle international students' grievances. The flow of grievances should be managed, first and foremost, at the institution level before it is being transferred to other departments.

2. Set up a grievance unit following *Private Higher Educational Institutions Act 1996 (Act 555)(Sec. 33)* i.e. the international office and international student officer should take responsibility in solving grievances of international students.

3. Inform international students on available channels / units to raise concerns and grievances.

9.3 Role and responsibility of international students

International students should:

1. Be aware of channels to air grievances at institutional level besides international help desks available at the ministry level.

6. INTERNATIONAL STUDENT MANAGEMENT: GOOD PRACTICE INDICATOR

I Information to international students

1. Availability of information on various communication channels (Yes / no responses)

- ☐ On the institution's website
- ☐ Email notifications
- ☐ Handbooks/documents sent to students
- ☐ In-country briefings
- ☐ Other

2. Scope of information available
(Yes / no responses)

- ☐ Description of country
- ☐ Description on institution
- ☐ Description on admission to academic programmes
- ☐ Description on campus experience
- ☐ Description on course fees
- ☐ Description on students' responsibility in related legal framework

2 Marketing and Recruitment of International Students

1. Staff members managing recruitment programmes abroad

(Empirical / written report from relevant departments on institutional international marketing activities)

- ☐ Selection and training
- ☐ English proficiency or proficiency of native language(s) of country to be visited
- ☐ Familiarity with education systems, culture and customs of country to be visited
- ☐ Familiarity with institutions' programmes and procedures in recruiting international students
- ☐ Roles and responsibilities in recruitment programmes abroad
- ☐ Participation of / notification to Malaysian Diplomatic missions abroad

3 Enrolment of International Students

1. Offer letter to international students (Yes / no responses)

- ☐ Confirmation of acceptance
- ☐ Academic programme admission details
- ☐ Fee structure and payment
- ☐ Refund policy
- ☐ Scholarship application form, should the student be eligible for a scholarship
- ☐ Checklist of additional documentation required to be submitted
- ☐ Procedures applicable for deferment and termination of study
- ☐ Details on support services, accommodation arrangements and other information on the institution
- ☐ Mandatory medical check-up and insurance
- ☐ Student pass application procedures

Good Practice Indicator

2. Response time of institutions

(Estimated duration from admissions office)

- ☐ Query on application
- ☐ Status of application
- ☐ Justification on status of application, wherever requested
- ☐ Appeal processes on application
- ☐ Information and assistance on student pass application

(Yes/no responses; also estimated duration from admissions office)

- ☐ Student pass applications for the student
- ☐ Student pass applications for accompanying dependants
- ☐ Appeals against student pass refusals

4 Fees

1. Fees

(Yes/no responses; also estimated duration from bursar's office)

- ☐ Policies on fee payment for students, inclusive of international students
- ☐ Policies on fee refunds to students, inclusive of international students
- ☐ Students' awareness on existing policies, inclusive of international students
- ☐ Appeals process for fee refunds

5 International student support services

1. Student arrival

(Yes/no responses)

- ☐ Reception at the airport
- ☐ Information to students on
  - ☐ immigration procedure
  - ☐ all necessary documents to be presented at the immigration
  - ☐ directions and travel options to the institution
  - ☐ office hour and contact person/s.
  - ☐ necessary amount of cash in hand
  - ☐ names of contact personnel of HEIs at entry point
- ☐ Availability of accommodation / temporary accommodation upon arrival
- ☐ Advice to students with dependence on available accommodation

2. Orientation

(Yes/no responses)

- ☐ Orientation programme for international students
  - ☐ At the start of the semester / ongoing throughout the semester
  - ☐ Merged with orientation of local students / separated
  - ☐ Target group of international students: undergraduate / postgraduate / students with dependents

(estimated duration from admissions office)

- ☐ Duration of orientation programme

3. Housing and accommodation

(Yes/no responses)

- ☐ Accommodation arrangement for international students: general to all students / specific groups of students e.g. first year students
- ☐ Advice for students on accommodation arrangement off campus
- ☐ Advice for students with dependents on accommodation arrangement on/ off campus
- ☐ Advice for students on tenancy agreement for off-campus accommodation arrangement
- ☐ Availability of listing of agents for off-campus accommodation

4. Academic matters

(Yes/no responses)

- ☐ Availability of academic support programmes for international students
- ☐ Availability of language support programmes for international students
- ☐ Availability of international student counselor
- ☐ Availability of academic advisor for international students
  (Empirical data from academic office)
- ☐ Attrition rate of international students
  - ☐ Subject-specific
  - ☐ Programme-specific
- ☐ No. of academic advisor for international students
- ☐ No. of international student advisor for international students
- ☐ No. of supervisors with international students

5. Social matters

(Yes/no responses)

- ☐ Availability of voluntary ambassador/ International Buddy System
- ☐ Availability of social calendar of events made aware to international students
- ☐ Feedback mechanism to obtain feedback from international students on their experiences (Empirical data from international students office)
- ☐ No. of programmes involving international students with
  - ☐ Local students
  - ☐ Local community
  - ☐ Among international students
- ☐ Participation rate of international students in programmes organised

6. Healthcare support

(Yes/no responses)

- ☐ Availability of information on existing healthcare services on/off campus
- ☐ Advice to international students on available healthcare services on/off campus (Empirical data from health office)
- ☐ No. of students seeking treatment on healthcare services on campus
- ☐ Type of treatment sought after by international students

6 Institutional management services

1. Staff managing international students

(Yes/no responses)

- ☐ Availability of training programmes for staff managing international students
  - ☐ Administrative staff
  - ☐ Academic staff (Empirical data from HR office)
- ☐ Type of training programmes for staff managing international students
- ☐ Participation rate of staff on training programmes

7 Risk management

1. Risk management

(Yes/no responses)

- ☐ Availability of standard operating procedure for risks involving students, inclusive of international students
- ☐ Availability of training for risks involving students, inclusive of international students
- ☐ Availability of financial reserve for risks involving students, inclusive of international students

8 Grievances and appeals

1. Grievances and appeals

(Yes/no responses)

- ☐ Availability of standard operating procedure for managing grievances and appeals of international students
- ☐ Students are aware of and informed of available channels for grievances

The International Association of Universities (IAU) calls upon higher education institutions, when designing and implementing their internationalization strategies, to embrace and implement the following values and principles:

Commitment to promote academic freedom, institutional autonomy, and social responsibility. Pursuit of socially responsible practices locally and internationally, such as equity in access and success, and non-discrimination. Adherence to accepted standards of scientific integrity and research ethics. Placement of academic goals such as student learning, the advancement of research, engagement with the community, and addressing global problems at the center of their internationalization efforts. Pursuit of the internationalization of the curriculum as well as extracurricular activities so that non-mobile students, still the overwhelming majority, can also benefit from internationalization and gain the global competences they will need. Engagement in the unprecedented opportunity to create international communities of research, learning, and practice to solve pressing global problems. Affirmation of reciprocal benefit, respect, and fairness as the basis for partnership. **Treatment of international students and scholars ethically and respectfully in all aspects of their relationship with the institution.** Pursuit of innovative forms of collaboration that address resource differences and enhance human and institutional capacity across nations. Enhancing and promotion of cultural and linguistic diversity and respecting local concerns and practices when working outside one's own nation. Continuous assessment of the impacts - intended and unintended, positive and negative - of internationalization activities on other institutions. Responding to new internationalization challenges through international dialogue that combines consideration of fundamental values with the search for practical solutions to facilitate interaction between higher education institutions across borders and cultures while respecting and promoting diversity.

- From IAU's *"Affirming Academic Values in Internationalization of Higher Education: A Call for Action"*, April 2012.

LIST OF CONTRIBUTORS

Advisory

YB Dato' Seri Mohamed Khaled Nordin	- Minister of Higher Education Malaysia (MOHE)
YBhg. Datuk Ab. Rahim Md. Noor	- Secretary General, MOHE
YBhg. Dato' Prof. Dr. Rujhan Mustafa	- Director General, Department of Higher Education, MOHE
YBhg. Datin Ir. Dr. Siti Hamisah Tapsir	- Deputy Director General (Private Higher Education Institutions), Department of Higher Education, MOHE
YBrs. Dr. Mohamed Ali Abdul Rahman	- Director, Governance Division (Private Higher Education Institutions), Department of Higher Education, MOHE
YBrs. Dr. Syed Alwee Syed Alsagoff	- Director, Education Malaysia, Department of Higher Education, MOHE
Izak Human	- Education Counsellor, New Zealand High Commission Kuala Lumpur, Malaysia

Research Team

Mohd Ismail Abd Aziz (principal investigator)
Ho Chin Siong | Abdul Latiff Mohd Ibrahim | Lee Chew Tin
Hadi Nur | Masputeriah Hamzah | Nora Mislan | Doria Abdullah

Contributors

Ab Rahim Ahmad | Amira Syafikah Otod Abdullah | Andrew Choo | Che Rozid Mamat | Fauziah Md. Taib | Ismail Mohamad | Krishnasamy Raman | Mohanasundari Selvaraj | Mohd Firdaus Zakaria | Mohd. Syukri Mohd Nur | Mustafa Haji Ibrahim | Nancy Quah | Noorabsya Mohamed | Paul Porodong | Raja Suhaila Raja Mohamad | Razli Che Razak | Rosmin Md Amin | Seen Thien Choong | Suvarna Krisnan | Tham Siew Yean | Thian Foong Fatt | Yusoff Musa | Zareena Omar

Research Assistants / Designers

Catherine See | Chia Kueh Cheng | Chieng Kai Hua | Lee Yee Khai | Lim Kar Teck | Mohd Hidayat Azizul | Mohd Izyan Zuhaili Zainudin | Muhammad Haiqal Rosli | Norhairi Abidin | Stella Wong Sik Sing | Tan Yi Jing | Teo Shieh Lin | Zulfadli Razali

Appreciation to more than 50 international students from Klang Valley and Johor Bahru, individuals and organisations who are directly and indirectly involved in formulation of the *Operational Framework for International Student Management.*

Ministry of Higher Education Malaysia
Department of Higher Education
No.2, Menara 2,
Jalan P5/6, Precint 5,
62200 Putrajaya, Malaysia.