



AIMS - Consolidate and Connect for the Next Stage of Achievement

AIMS Strategic Framework 2026-2028 (3 years)

[Version 1.1 Developed and endorsed by the Steering Committee in July 2025]

[Version 1.2 To add inputs from the Annual Review Meeting in November 2025]

This Strategic Framework serves as a living instrument to guide the implementation of AIMS activities, projects, and initiatives. Recognising the need for adaptability, it remains open to refinement and enhancement.





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1. Current State of AIMS

Now in its 16th year since its establishment in 2010, the Asian International Mobility for Students (AIMS) Programme has grown into a unique platform for regional academic mobility. As of April 2025, the Programme has supported the exchange of more than 6,500 alumni and fostered collaboration among 90 universities across 10 participating countries: Malaysia, Indonesia, Thailand, Vietnam, Brunei Darussalam, the Philippines, Japan, the Republic of Korea, Singapore, and Cambodia.

Achievements - 16 Years of Growth

90 member universities
10 Southeast and East Asian countries
6,500 alumni
4,500+ academic staff
8 academic subject areas on offer
 With roughly **10,000** courses

AIMS currently offers over 10,000 courses, engaging more than 4,500 academic staff across Southeast and East Asia. The Programme promotes student mobility in eight academic subject areas, reflecting regional priorities and institutional expertise:

- Agriculture
- Economics
- Engineering
- Food Science and Technology
- Hospitality and Tourism
- International Business
- Language and Culture
- Sciences for Sustainable Development (Interdisciplinary: Biodiversity, Environmental Management and Science, Marine Science)

Similar to Erasmus Programme in Europe, AIMS remains firmly government-supported, with funding and scholarships provided by all ten participating countries. National contributions as of 2024 include:

Country	Amount	Country	Amount
Brunei Darussalam	N/A	Philippines	N/A
Cambodia	USD 45,000 annually (total)	Republic of Korea	USD 2,100 per student
Indonesia	IDR 40 million per student	Singapore	N/A
Japan	JPY 35 million (total)	Thailand	N/A
Malaysia	MYR 200,000 (total)	Vietnam	N/A





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2. Vision

Establish AIMS as a Leading Platform in the Harmonisation of Sustainable Higher Education in Southeast and East Asia.

3. Mission

- 3.1 To foster a platform of student mobility in Southeast and East Asian region, offering high-quality courses in high priority fields, and empowering students with multidisciplinary knowledge, lifelong learning skills and employability.
- 3.2 To advance the development of Southeast and East Asian higher education by fostering inclusive, multistakeholder collaboration that enhances student mobility and regional-global partnerships.

4. Shared Values

We believe that our talents with a strong understanding of the Asian region can effectively contribute to the sustainable development through global and regional collaborations.

5. Strategic Intent

“Bacolod Strategy – Consolidate and Connect” is a double-strategy of AIMS:

- a. To consolidate AIMS into a leading academic mobility programme in Asia; and
- b. To connect AIMS member universities with other exchange programmes in the world, elevating AIMS to the next level.

6. Core Strategies

Core strategies are high-level, guiding approaches focusing on how the AIMS Programme will achieve its vision and mission. Core strategies serve as the foundation for decision making, resource allocation and action planning, bridging strategic objectives and strategic goals.





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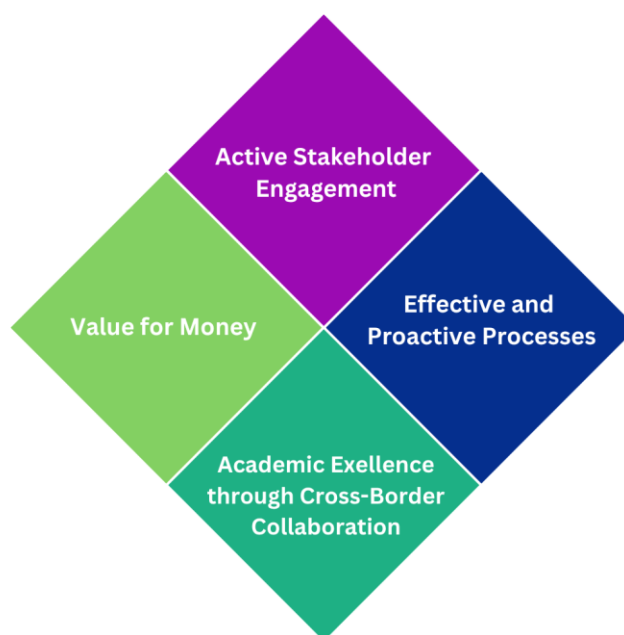
Core Strategies	Descriptions
Strategy 1: Harmonisation for Academic Excellence	To foster academic policy alignment and collaboration among member universities by promoting mutual recognition of qualifications, quality assurance and inclusive educational practices, thereby enhancing student mobility. AIMS universities collaborate to develop high-quality courses in priority fields that foster lifelong, interdisciplinary learning and equip students with skills and knowledge that drive socio-economic development in Southeast and East Asia, contributing to a dynamic, inclusive, and globally recognised higher education ecosystem.
Strategy 2: Student Mobility and AIMS Community	To provide effective services and activities for students and alumni, to facilitate exchange and develop the AIMS' community network. AIMS Programme offers students a lifetime opportunity for academic and personal growth, ensures effective support throughout the mobility and harmonisation process, and strengthens regional connectivity through an active alumni network, with the goal of expanding engagement and impact by 2030.
Strategy 3: Value added development beyond student exchange programme	To provide member universities with an enabling environment for collaboration and expanded opportunities beyond student exchange. AIMS offers diverse and enriching opportunities – including but not limited to research collaboration, International Relations Office (IRO) workshops - to enhance the development of stakeholders and to strengthen the regional higher education ecosystem through inclusive and sustained engagement.
Strategy 4: Governance	To maintain effective and proactive running of Steering Committee Meetings (SCM) and strengthens key processes of AIMS. AIMS Secretariat provides peak performance and professionalism in maintaining the effective and proactive operations of the AIMS Steering Committee Meetings (SCM) that guide AIMS direction, to ensure timely decision-making, strategic alignment, and continuous improvement of the programme's implementation across member countries.



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7. Strategic Objectives

Strategic Objectives are specific, measurable outcomes that support the achievement of each core strategy, translating them into concrete actionable targets.



Strategic Objectives 2026-2028

Objective 1 AIMS has collaborated to advance academic excellence in some selected subject areas.

Objective 2 AIMS has enhanced and benefited from active multiple-stakeholder engagements.

Objective 3 AIMS has demonstrated the value-for-money of its mobility programme.

Objective 4 AIMS's core and support work processes have been developed and improved.



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Strategic Objectives	Operational Objectives
Objective 1 Academic Excellence through Cross-Border Collaboration To collectively advance learning and sharing knowledge among AIMS member universities with stakeholders, driving academic excellence and innovation.	- Promote AIMS students' learning experience and exposure - Develop or enhance the study programme' learning delivery and quality assurance, if needed.
Objective 2: Active Stakeholder Engagement To enhance engagement and collaboration with key AIMS stakeholders.	- Increase outreach to prospective AIMS students - Improve students' mobility experience - Strengthen alumni networking - Deepen secretariat's engagement with member universities - Foster stronger collaboration with ministries
Objective 3 Value for Money To demonstrate the value and return on investment of the AIMS Programme	- Measure and report AIMS's achievements beyond the level of outputs - Demonstrate AIMS's benefits to different groups of stakeholders
Objective 4 Effective and Proactive processes To improve the core and support processes in AIMS Programme.	- Improve core work processes of AIMS's student mobility - Enhance information flow within AIMS network - Enhance the effectiveness and responsiveness of AIMS Secretariat in facilitating the Steering Committee Meetings and the Annual Review Meetings





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8. Performance Measures and Targets (2026-2028)

Suggested Performance Measures	Suggested Targets
Objective 1 Academic Excellence through Cross-Border Collaboration	
Quality standards of courses under AIMS Programme	- Course Learning Outcomes - Methods of learning deliveries - Assessment of students' learning outcomes - Reputation of study programme - Increased enrolment demand on the courses.
Objective 2: Active Stakeholder Engagement	
Improved quality of engagement	- Speed and usefulness of information flow - Cost and time of transaction - Number of students sent and received
Objective 3 Value for Money	
Equity and reach of AIMS Programme	- Stakeholders' perception - Demand from student population - International reputation of AIMS Programme
Objective 4 Effective and Proactive processes	
Effective work processes of AIMS exchange activities	- Efficiency of AIMS Secretariat - Effectiveness of AIMS's implementation systems and tools



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9. Proposed New Initiatives

Strategic Objective	Examples of New Initiatives
Strategic Objective 1 Academic Excellence through Cross-Border Collaboration	• AIMS Student Experience and Competence Framework • AIMS Talent Development Plan • Online/hybrid/blended mobility/COIL/Quality assurance • Expand subject areas • Enhance quality of courses, academic quality and standards
Strategic Objective 2 Active Stakeholder Engagement	1. Outreach activities • Conference/Industry Academia Forum • Inviting students to Annual Review Meetings/Expo 2. Alumni Related • AIMS Alumni Database • Tracer study • Sharing job opportunities • Alumni Engagement Summit • CSR/USR
Strategic Objective 3 Value for Money	• Summer Programme • USR • Skill Passport • Research Incubator • AIMS Fund
Strategic Objective 4 Effective and Proactive processes	• Revise AIMS Operational Handbook • Digital communication and information system • Review the current state of AIMS funding model and processes • Student feedback channel

Note: The list is indicative.

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List of AIMS Work Process Improvements

Top priorities for Work Process Improvements:

1. Imbalance Mobility
2. Outreach
3. Orientation

Summary of Areas for Improvement

1. AIMS Visibility
2. Monitoring and evaluation
3. Information flow on AIMS Processes
4. Development of AIMS Talent
5. Credit transfer and recognition
6. Comprehensive and timely support for students
7. Sufficient financial support

Stages	Key Activities	Risk analysis
1. Preparation and Promotion	Governments Set policies and provide funding for AIMS: member universities, disciplines, funding, number of students Universities a. agree on exchange details with partner universities b. Outreach of AIMS / AIMS PR c. Provide information to students about application and procedures Students a. Check academic course and seek more information about AIMS	Governments ▪ financial support to students not sufficient or delay in disbursement ▪ unequal funding provided to students, causes comparisons ▪ Difficulty in setting the number of students Universities ▪ Inadequate course alignment or lack of mutual recognition may result in denied credits, graduation delays, or additional coursework for students. ▪ how to facilitate multilateral agreement in AIMS universities by disciplines ▪ how to effectively promote AIMS ▪ how to provide comprehensive and correct information about AIMS
2. Application, Selection and Notification Process	Universities a. Approve student registration b. University facilitates application process c. Process student application – issue letter of acceptance	Universities ▪ Students need to be qualified according to criteria for selection and nomination ▪ Overlapping application with other exchange programmes, and



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Stages	Key Activities	Risk analysis
	d. Waive tuition fee Students a. Apply to AIMS Programme	different funding models may make it difficult to know which students are specifically AIMS students - Compulsory costs (admin/registration fees – if applicable) need to be updated and informed - Letter of acceptance is sometimes delayed.
3. Pre-Departure Preparation	Universities a. Assist student visa application b. Ensure students are prepared for mobility – e.g., valid health insurance, safe accommodation, etc. c. Home/Host University organise Orientation Students a. Get visa approved b. Get medical check up c. Purchase travel ticket d. Check accommodation AIMS Secretariat a. Organise AIMS Virtual Regional Orientation	Universities and students - Complicated and long visa process - Make sure students apply for student visa - Information needs to be shared comprehensively. AIMS Secretariat - More engagement of stakeholders for the arrangement of Regional Orientation
4. During Mobility	Universities a. Academic Support and Mentoring b. On-site Support during Mobility Students a. Students behave well – participation in academic courses and campus life, complying to regulations.	Universities Support needs to be provided for student wellbeing, safety, academic development, and cultural integration. Students Need to behave and respect the rules and regulations.
5. Post-Mobility	Universities a. Credit transfer b. Issue AIMS Certificate c. Report to Ministries Students a. Pass academic evaluation AIMS Secretariat a. AIMS Alumni Network	Universities - Delay in credit transfer and providing transcript - Some universities are not aware of AIMS Certificate function AIMS Secretariat - How to increase alumni engagement after mobility - How to strengthen and sustain alumni network





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Stages	Key Activities	Risk analysis
6. Regional Mechanism and Policy	Governments, Steering Committee and AIMS Secretariat - Improve the working of the steering committee meeting - Improve funding mechanism of AIMS - Organise Annual Review Meeting	- Budget cut of some member countries -- How to show impact of AIMS to stakeholders for sustainable funding - Monitoring and evaluating the programme - How to increase activeness/engagement of government members and universities? - Mismatch of inbound-outbound student mobility data, therefore we need more understanding of the practices and format in reporting. – e.g., Not knowing if they are AIMS students, different in disciplines interpretation, different funding models, etc. - Limited information, e.g. number of course offerings or amount of government funding, may hinder communication of AIMS's impact. - Long term planning on the hosting of AIMS meetings needed.

10. Monitoring Scheme (Outputs – Outcomes – Impact)

The table below presents the outputs, outcomes, and impact of the AIMS Programme, along with the corresponding indicators to be used by the AIMS Secretariat to monitor progress and support ongoing programme improvement.



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Monitoring Scheme (Outputs – Outcomes – Impact)

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