

# **Experiences in Negotiating with Counterpart Universities;**

## **How to Maximize the Value of Memoranda**

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### **ABSTRACT**

The National Tsing Hua University, a research oriented university with 5500 graduate students and 5100 undergraduate students, is working toward to be among the world class research universities in the world. International cooperation has become the top priority works to promote the competitiveness of the research and academic capabilities of the university. The university is concerned at the slowness of our internalization progress. The objective is to make the university "the most competitive and dynamic knowledge-based research university in the world" by 2020, agreed by the University Council in March 2000, was admirable. From the start the university stressed the need for implementation, not just declaration. Three years passed, many of the targets have not been met on time, putting in peril the overall goal for 2020.

It turned out that we believe the slowness was caused by our inability to have experiences in negotiating with our counterpart universities, especially, in maximizing our values in the memoranda. For the past year, we discovered that innovation is the key to a successful negotiation. The innovation statements are about

- the need for mutual synergy
- internal quality criteria
- a system for evaluation, quality assurance and controlling
- performance indicators, overall budget, accountability
- adequate finances with long term guarantees
- strong management with mandates and responsibilities.

However, the overall condition to become or be a world-class university is the quality of the people.