

Session A-II:

Promoting International Research Collaborations

MoU Constructions in Culture-Specific Contexts

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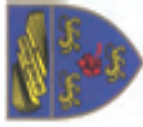
Kuala Lumpur

Malaysia

ABSTRACT

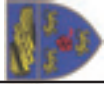
University of Malaya signed its first Memorandum of Understanding (MoU) with the Japan Society for the Promotions of Science (JSPS) on 16 July 1984. This is not necessarily an indication of her maiden collaborative endeavor with an international institution. It simply marks an inception of the collaboration in the form of an official document known as an MoU. A Memorandum of understanding (MoU) may be defined as “a legal document describing a bilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action, rather than a legal commitment. It is a more formal alternative to a gentlemen’s agreement, but generally lacks the binding power of a contract” (http://en.wikipedia.org/wiki/Memorandum_of_understanding, 22 January 2007). Therefore, it can be said that the MoU functions as a formality when two parties are interested in working together towards a common aim.

Since then, the number of MoUs signed between UM and various organizations around the world has increased tremendously. UM currently has ninety such agreements signed with countries ranging from Argentina, Germany, Australia, Sudan, Syria, China, and Japan to name a few. The interest of this paper is to provide a cursory view of the some of the differences that can be found in the constructions of these MoUs. It is surmised that the differences that exist are the direct result of the cultural context within which these MoUs originate.



MOU CONSTRUCTIONS IN CULTURE-SPECIFIC CONTEXTS

UNIVERSITI MALAYA
KUALA LUMPUR



OBJECTIVE

To provide a cursory view of some of the differences that can be found in the constructions of MOUs.



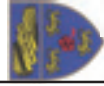
MISSION AND VISION

Mission:

To advance knowledge and learning through quality research and education for the nation and for humanity.

Vision:

To be an internationally renowned institution of higher learning in research, innovation, publication and teaching.



SOME OF OUR FRIENDS



MOU at UM

- Universiti Malaya signed its first MOU with the Japan Society for the Promotions of Science (JSPS) on 16 July 1984
- Currently – 90 MOUs signed with various countries

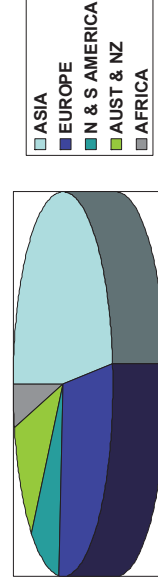
Some of UM partner countries

Argentina	1
Australia	5
China	5
Chile	1
Germany	2
Japan	11
Korea	11
United Kingdom	14
USA	6
Vietnam	2
Others	5

MOUs IN REGIONS

REGION	TOTAL	%
ASIA	41	48.2%
ERUOPE	24	28.2%
N & S. AMERICA	8	9.4%
AUSTRALIA & NZ	9	10.6%
AFRICA	3	3.6%
TOTAL	85	100%

MOUs IN REGIONS





MOU DEFINED

“A legal document describing a bilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action, rather than a legal commitment. It is a more formal alternative to a gentlemen’s agreement, but generally lacks the binding power of contract”
<http://en.wikipedia.org>



CONSIDERATIONS

- Is there a ‘one shoe fits all’ concept in MoU constructions?
- ‘Culture’ as defined by the socio-cultural institution in which it is situated
- Each formulation is the ‘accent’ of the discourse
- Target audience of the MoU as determining factors of construction



Financial agreements

- Some specify
- Flight, accommodation, etc
- Some do not
- Terms and financial agreements will be negotiated separately (most MoUs)
 - Subject to the availability of funds
 - ... each party look for a sponsor to finance the student



Administration

- Some specify
- Named / designated liaison officer eg. International office / dean of faculty
- Others do not



Visa / entry requirements

Some specify

- The universities acknowledge that all visits by staff and admission of students will be subject to compliance with the entry and visa regulations of ...

Some do not

Status

Some specify

- Both universities on the foundation of equal status, based on the principles of fairness and mutual benefit, shall work together ...

Some do not

- Within fields that are mutually acceptable



Confidentiality

- Agree to keep confidential any information or data



THANK YOU

Collaboration between Hokkaido University and Seoul National University as an example of bilateral collaboration

So KAWANOBE, Director

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ABSTRACT

1. Introduction

- (1) Brief Sketch of Hokkaido University
- (2) Internationalization of Hokkaido University

2. Collaboration between Hokkaido University and Seoul National University as an example of bilateral collaboration

- (1) Process of Expanding HU – SNU Cooperation
- (2) Implementation Structure of the Symposiums
- (3) 9th Joint Symposium Program
- (4) Participants' Opinions
- (5) Exchange Record with SNU
- (6) Success Factors from our viewpoint

3. Our expectations

北海道大学
HOKKAIDO UNIVERSITY

Collaboration between Hokkaido University and Seoul National University *as an example of bilateral collaboration*

Presented by So KAWANOBE, Director
Tomomi URANO, Coordinator
International Affairs Division,
Hokkaido University



W.S. Clark
The First Vice President

Brief Sketch of Hokkaido University

FOUNDED 1876

- ◆ 12 Undergraduate Faculties, 16 Graduate Schools
- ◆ 24 Research Institutes, e.t.c.
- ◆ Staff: Executives 10, Academic Staff 2,147
Administrative/Technical Staff 1,888
- ◆ Students: Undergraduate 11,447, Graduate 6,091
Other 479 (*Including 852 International Students) Total 18,017



Average (hectares)
Sapporo Campus 289
Hokkaido Campus 10
University Forests 65,711
Total 66,010



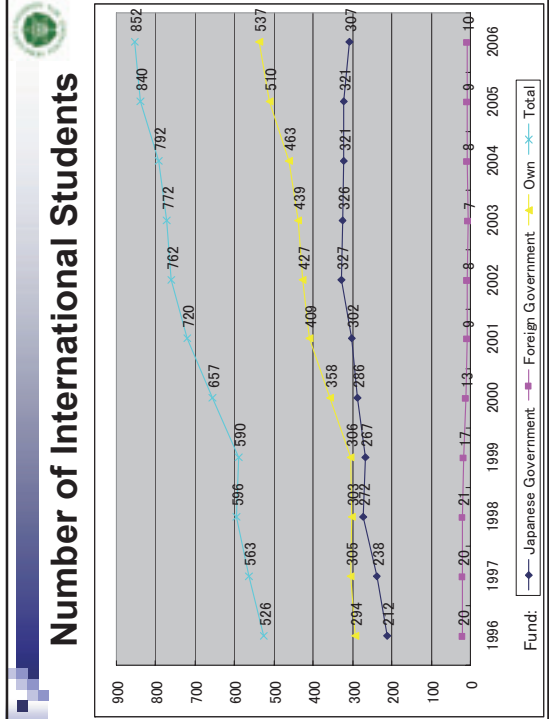
Main Campus viewed from the North

International Academic Exchanges



Total: 141
(Departmental: 100
Inter-University: 41)

- Europe 33
- ASIA 63
- North America 23
- South America 2
- Oceania 3
- Africa 4
- NIS 16



Recent Development

on Internationalization

- Launch of International Project on "Sustainable Development" (HUISD) , 2005~
- International Symposium on Sustainable Development, Aug. 2006
- Establishment of Beijing Office
- Partnership with the Japan International Cooperation Agency (JICA)
- New scholarships and more dormitories for international students



Hokkaido University Initiative on Sustainable Development



5 academic fields: ◆ Global warming
◆ Integrated water management ◆ Recycling-oriented community
◆ Stabilized security of food and bioresource ◆ Measures against zoonosis

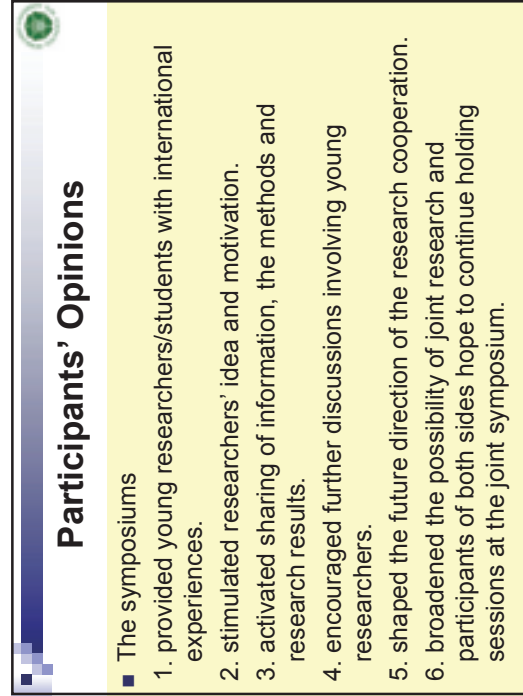
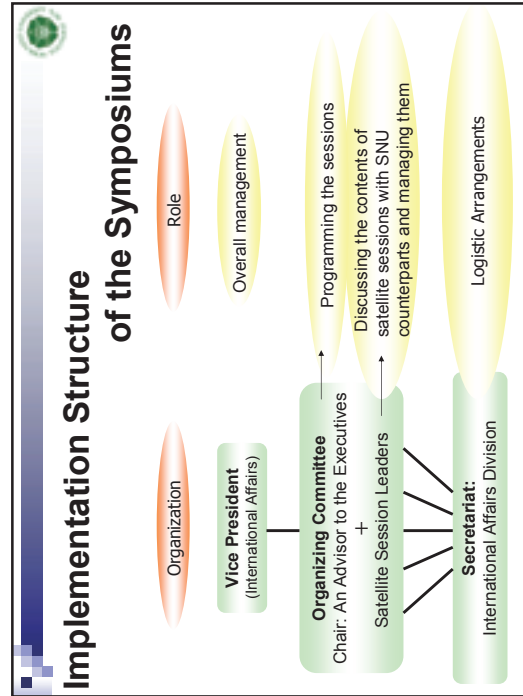
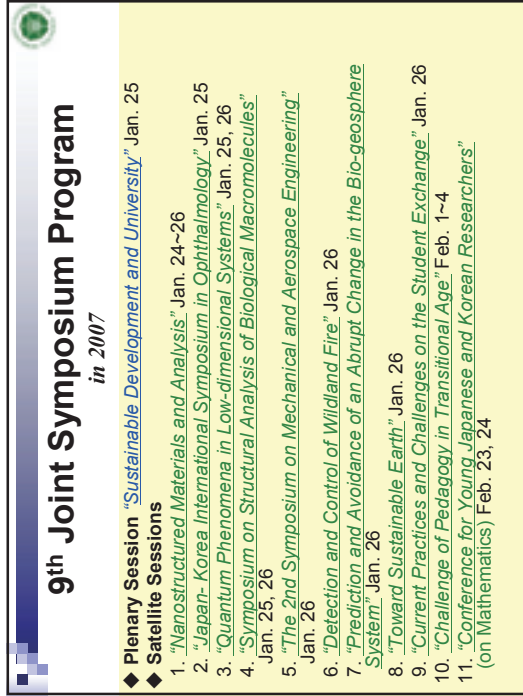
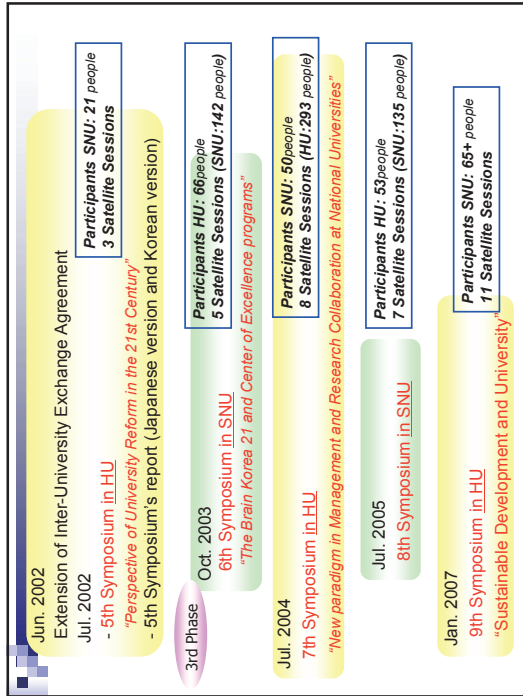
Process of Expanding HU-SNU Cooperation

1st Phase

- Aug. 1993
Departmental Exchange Agreement (Engineering)
- Dec. 1994
Departmental Exchange Agreement (Veterinary medicine)
- Jul. 1995
Memorandum of Understanding on Student Exchange (Engineering)
- Feb. 1996
Memorandum of Understanding on Student Exchange (Veterinary Medicine)
- Sep. 1997
Inter-University Exchange Agreement

2nd Phase

- Aug. 1998
1st symposium in HU
"Science and Technology for Global Sustainability"
Participants SNU: 13 people
- Apr. 1999
Memorandum of Understanding on Student Exchange (Inter-University)
- Aug. 1999
2nd Symposium in SNU
"Science and Technology for Global Cooperation"
Participants HU: 20 people
- Aug. 2000
- Memorandum of Understanding on Joint Research regarding North Eurasia
- 3rd Symposium in HU
"New Mission of Research Universities in the 21st Century"
- Conferment of an honorary doctorate to SNU president
Participants SNU: 18 people
- Oct. 2001
- 4th Symposium in SNU
"Technology Innovation and Its Relations to Humanities and Social Sciences"
- Publishing "Technology Innovation and Its Relations to Humanities and Social Sciences" (HU Press 2003.3) by Nakamura, M. and Lee, K.-J.
Participants HU: 20 people



Exchange Record with SNU

Type of Exchange Fiscal Year	Researcher		Student		Administrator		Total	Number of Departments involved
	Out-going	In-coming	Out-going	In-coming	Out-going	In-coming		
2001	18	6	1	0	0	0	25	3
2002	5	6	1	1	0	0	13	7
2003	17	14	8	22	0	0	61	13
2004	20	31	14	43	4	0	112	20
2005	18	7	19	57	1	9	111	21

※The numbers do not include people exchanged at HU-SNU joint symposiums.

- Success Factors ~ from our viewpoint**
- The joint symposium
 1. has been held every year at either university.
 2. has been recognized as a university-wide event by the departments through our publishing the information.
 3. encourages the participation of young researchers and graduate students.
 4. has flexibility on managing the satellite sessions for professors.
 5. has been stimulative to the satellite session participants of both sides.
 6. saves the professors' logistic work.
 7. has steady contact points at high level for promoting and preparing for the symposium.

北海道大学
HOKKAIDO UNIVERSITY

Thank you

for your attention!




W.S. Clark
The First Vice President

Roles of Office of International Relations in Promoting Research Collaboration

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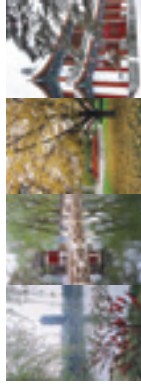
ABSTRACT

As a part of academic excellence, the quality of research has always been a target for universities, especially for a research-intensive university. The importance of international research collaborations brings growing attention, not only because the world is ‘getting flat’ and becoming more accessible, but also due to more channels and funding being available for such collaborative activities. While the number of projects and their corresponding grants have become a routine parameter in valuing (or measuring) the international research collaborations, other influences resulting from collaborations are always underestimated or even ignored. The speaker is trying to approach this using the data of publications in some representative schools at Peking University. Moreover, the speaker would like to share with the participants the practice and ideas of what an Office of International Relations can do in promoting international research collaborations. A brief introduction to Peking University will be also presented.



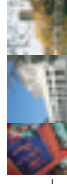
Roles of Office of International Relations in Promoting Research Collaboration

Dr. Ruqing Zheng
Peking University
February, 2007



Outline

- General Information
- The International Research Collaboration at Peking University
 - Projects
 - Publications
 - Opportunities and Challenges
- What Can We Do?



General Information

History

- Founded in 1898 - "Imperial University of Peking"
- From 1912 – "Peking University"
- Disciplinary Relocation in 1952
- Centennial Anniversary in 1998
 - Defined the goal to be a world-class university in the 21st century
- Merged with Beijing Medical University in 2000



General Information

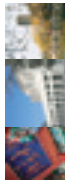
Fast Facts

- Students: 30,791
 - Undergraduates: 14,125
 - Master's Students: 11,224
 - Ph.D. Students: 5,442
- Faculty Members: ≈ 5000
 - Humanities & Social Sciences: 1140
 - Natural Sciences: 1040
 - Medicine: 820
 - 8 Affiliated Hospitals: ≈ 2000



The Academic Structure

- **Faculties: 5**
 - Faculty of Sciences
 - Faculty of Humanities
 - Faculty of Social Sciences
 - Faculty of IT & Engineering
 - PKU Health Science Center
- **Schools/Colleges/Departments: 41**
- **Research Institutions and Centers: 271**

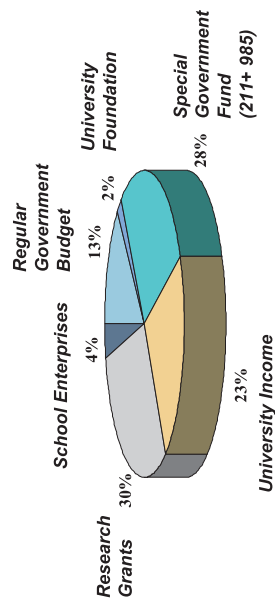


Educational System

- **Bachelor's Degree: 4 years**
 - 101 Undergraduate Programs, 4 Double-Major Programs
- **Master's Degree: 2-3 years**
 - 244 Master's Programs
- **Ph.D. Degree: 3-5 years**
 - 201 Ph.D. Program
- **MD program: 8 years**
 - 2 years' general education in main campus
- **Postdoctoral fellows: 500**



Total Annual Expenditure: 2.5 Billion RMB



A Profile of Research Activities

- **Number of ongoing projects: ≈ 2000**
- **Annual research grants: ≈ \$80M**
 - Of the amount, ≈ 1/5 from NSFC
 - Life science related, ≈ 1/3
 - IT related, ≈ 1/7
- **International papers per year: ≈ 2000**
 - Average IF: 2.0



The Priorities in Research

- Information Science and Technology
- Nano-science and Technology
- Bio-medical Science
- Environment and Resource Studies
- Physical Sciences
- Humanities and Social Sciences



Projects of International Collaborations

- Small Number: \approx 100 projects/year (incomplete statistics)
- Small Scale: \approx 100 K RMB/project
- Some Exceptions: $>$ 1M RMB/ project
 - Environment & Sustainability Project
 - Bill Gates Foundation, 1.9 M \$ in Life Science
- Free Exploration vs. Application-oriented Research
- Mechanism: "Overseas R & D"



Publications

SCI Publications* with International Collaboration at PKU

2002	174	16%
2003	125	12%

*First-Author based only



Publications

SCI Publications* in College of Chemistry, PKU

	Total	IF	International Collaboration	IF	National Collaboration
2005	418	2.40	71 (17.0%)	3.55	99 (23.7%)
2006	362	2.60	59 (16.3%)	3.32	109 (30.1%)

*First-Author based only




International Research Collaboration

Publications

SCI Publications in School of Basic Medicine, PKUHSC

	International Collaboration	National Collaboration
2004	15%	11%
2005	13% (IF=4.1, compared to 3.2)	16%
	Harvard: 26%	43%




International Research Collaboration

Publications

SCI Publications at PKU

	International Collaboration		First-Author Based		International Collaboration				
	Number	%	Number	IF	Number	%			
2005	3008	26.4	3.12	2011	2.00	343	17.1	2.74	
2006	2929	817	27.9	3.06	2006	2.01	358	17.8	2.30




International Research Collaboration

Publications

SSCI & AHCI Publications at PKU

SSCI

	Number	First-Author Based		Non F-A Based		Total
		International Collaboration	National Collaboration	International Collaboration	National Collaboration	
2004	126	17 (13.5%)	10 (7.9%)	55 (70.5%)	23 (29.5%)	204
2005	28	12 (42.9%)	3 (10.7%)	41 (89.1%)	5 (10.9%)	74




International Research Collaboration

Publications

AHCI

2004: 4 (First-Author: 3)

2005: 13 (First-Author: 8)



International Research Collaboration

Opportunities and Challenges

- 1) Faculty Structure: 1/3-1/3-1/3
- 2) Resources at PKU Level
 - a. Partner Universities
(About 240 from 50 Countries/Regions)
 - b. Visitors
 - c. Foreign Experts




International Research Collaboration

Opportunities and Challenges

- 3) Resources outside PKU
 - Funding in China: MoST, MoE, NSFC, Municipal Government...
 - Funding outside China: EU (FP7), DFG/ DAAD ...
 - "China Strategy" of World Class Universities

?


How to Promote International Research Collaboration



What Can We Do?

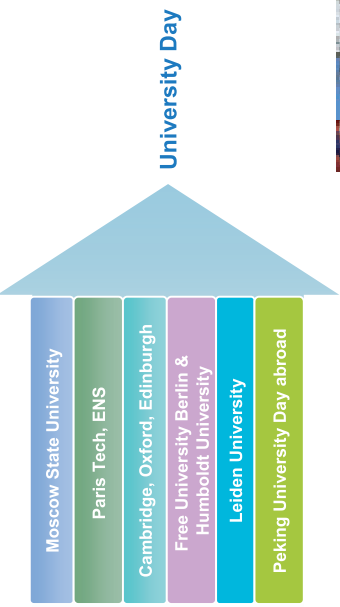
The Practices in Promoting International Collaborations

- Sister Universities
- University Organizations & International Meetings
- Student Exchange



What Can We Do?

The Practices in Promoting International Collaborations



Moscow State University

Paris Tech, ENS


Cambridge, Oxford, Edinburgh

Free University Berlin & Humboldt University

Leiden University

Peking University Day abroad


University Day



What Can We Do?

“China Strategy” at LSE and LSE China

- Initiated in 2003
- > 10 Programs with PKU:
 - PhD Co-supervision
 - Double MS degrees
 - PKU-LSE Summer School
 - Research Collaboration
 - Public Policy Training Program
 -



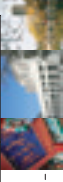
What Can We Do?

IARU: “Global Changes and Sustainability”

- Movement of People
- Longevity and Health
- Energy, Resources and Environment
- Security

Members of IARU

ANU	ETH Zurich	NUS	PKU	UC-Berkeley
Cambridge	Copenhagen	Oxford	Tokyo	Yale



What Can We Do?


Beijing Forum

“The Harmony of Civilization and Prosperity for All”

- Korea Foundation for Advanced Studies
- Beijing Municipal Government

Beijing Forum 2007 ----- Nov. 2-4, 2007

“Diversity in the Development of Human Civilization”



What Can We Do?

Sino- German University Presidents Meeting

Participants:

Germany	China
Humboldt-Universität	Peking University
Freie Universität	Tsinghua University
Universität Heidelberg	Fudan University
TU München	Zhejiang University
RWTH Aachen	Shanghai Jiaotong University
Universität Tübingen	Nanjing University
Universität Freiburg	Xi'an Jiaotong University
LMU München	Tongji University
	University of Science and Technology



Student Exchange

To build academic links between professors for Research Collaborations

-Co-supervision or Sandwich Program

-Study Abroad Supported by CSC

What Can We Do?

What Can We Do?

Ideal Model:
"Research and Project Development Division"

- **Qualified staff:**
 - Professional backgrounds
 - People skills
 - Communication
 - Teamwork
 - Networking
- Well defined roles and responsibilities

What Can We Do?

Ideal Model:
"Research and Project Development Division"

- Coordination with various administrative units
- Functions (technical support):
 - Fundraising
 - Proposal preparation
 - Research policies
 - Lawyers
 - Consultants...

☀ All to offer advice and assistance to the academic community.

Thank You!

**Promoting Research Collaborations through International Consortia:
APRU as a Case Study**

Michelle Tan

Associate Director

APRU Secretariat / National University of Singapore

ABSTRACT

This presentation will provide the Association of Pacific Rim Universities (APRU) as a case study to illustrate the roles of a consortium in stimulating and promoting international research collaborations. Established in 1997 and currently with a membership of 37 leading research universities in the Pacific Rim, APRU was formed to foster education, research and enterprise with the aim of contributing to the economic, scientific and cultural advancement in the Pacific Rim. To date, APRU has successfully established regular research symposiums which provide networking platforms that facilitate knowledge exchange and professional development of experts and researchers in the related fields. Research projects have also been initiated to address critical research topics of common concern. These collaborations have been invaluable in stimulating and promoting active cross-border research among APRU member universities. The challenges facing such international collaborations will be discussed and the accomplishments of these undertakings will also be highlighted.

APRU History

- Formed in 1997
- Trans-Pacific grouping of 37 leading universities from 16 economies in Pacific Rim



Promoting Research Collaborations through International Consortia: APRU as a Case Study

Michelle Tan
 Associate Director
 Association of Pacific Rim Universities (APRU)
 National University of Singapore
www.apru.org
 Feb 1, 2007

APRU Objectives

- Foster education, research and enterprise thereby contributing to the economic, scientific and cultural advancement in the Pacific Rim
- Promote scientific, educational and cultural collaborations among Pacific Rim economies
- Commitment to global academic and research standard



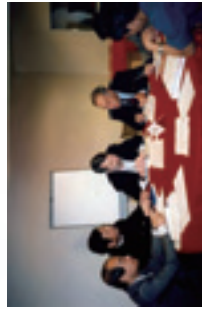
APRU Membership Trans-Pacific network of 37 leading research universities

Canada University of British Columbia	USA Caltech Stanford UC Berkeley UC Davis UC Irvine UC Los Angeles UC San Diego UC Santa Barbara University of Oregon University of Southern California University of Washington	Mexico National Autonomous University of Mexico	Chile University of Chile
Russia Far Eastern National University	Japan Keio University Kyoto University Osaka University University of Tokyo Waseda University	Korea Seoul National University	Australia Australian National University University of Melbourne University of Sydney New Zealand University of Auckland
China Fudan University Hong Kong University of Science & Technology Tsinghua University University of Science & Technology of China Zhejiang University	Taiwan National Taiwan University	Malaysia University of Malaya	Philippines University of the Philippines
Indonesia University of Indonesia	Singapore National University of Singapore	Thailand Chulalongkorn University	

Structure & Organization

Steering Committee

- Presidents of member universities
- Provides leadership for APRU
- Current Chair is University of Sydney Vice-Chancellor, Professor Gavin Brown



APRU Secretariat

- currently located in NUS



Governance Meetings

Annual Presidents Meeting (APM)

Presidents address issues relating to APRU's governance and strategy, as well as matters of strategic importance to research universities



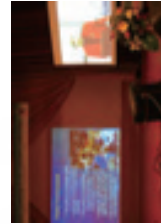
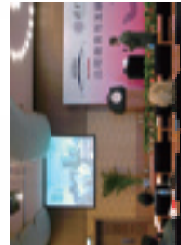
Senior Staff Meeting (SSM)

Senior staff review development and implementation of APRU activities



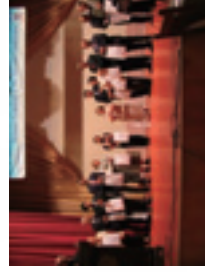
Research Symposiums (I)

- **Distance Learning and the Internet Conference** (since 2000)
- **Chief Information Officer Conference** (to be inaugurated in 2007)
- **Research Symposium on Earthquakes and Tsunamis** (since 2005)
- **Research Symposium on Brain and Mind** (since 2006)



Research Symposiums (II)

- **Infectious Diseases Symposium** (2004)
- **Microgravity Research Symposium** (2001)
- **Pacific Rim Research Symposium** (2000)
- **Digital Libraries Research Symposium** (2000)



Nurturing Young Talents

- Doctoral Students Program (2000)
- Fellows Program (1999)



Research Projects

- Technology Transfer & Wealth Creation (2001-2002)
- Internationalization of APRU universities (2003-2004)
- PECC-APRU Joint Education Study - The Asia Pacific Education Market (2006-2007)



APRU World Institute (AWI)

- Research Institute addressing issues of global importance (scientific, social, economic)
- Draw on the talent base of APRU universities and bring together talent around the world
- Current focus:
Public Health, Environmental Sustainability, Economic Integration



APRU World Institute (AWI)

AWI Workshops in 2007:

1. Climate Change: Challenges and Strategies for Sustainable Cities (April 4-6, 2007; UC San Diego)
2. Economic Integration in the Asia Pacific Region (May 15-17, 2007; Kyoto University)
3. The Role of Universities in Addressing Emerging Public Health Threats in the Asia Pacific Region (May 24-26, 2007; Peking University)



What are the challenges?

1. Diverse interests and needs
2. Diverse cultures and practices



THE APRU FORMULA:

1. Common Visions
 2. Focused Group of Members
 3. Sound Governance
 4. Strong Leadership
 5. Established Relations
- = **Sustainability**



More about APRU:

<http://www.apru.org>



Internationalization of Universities through University Associations

Satoru Endo

Kyoto University

ABSTRACT

International university associations are a very effective tool for member universities to promote their research and educational activities. Kyoto University is a member of AEARU (The Association of East Asian Research Universities) and APRU (Association of Pacific Rim Universities), and hosts such programs as research symposiums, and participates in various programs hosted by other member universities.

The experiences of participating in the international university associations have brought many benefits to Kyoto University. The significant one was that the participating faculties and students could have international, interdisciplinary, and inter-cultural experiences. At the same time, the international university associations contributed to the enhancement of bilateral and multilateral collaboration among each of member universities.

However, the merits of university associations may not be limited to these experiences. If we look at regions outside Asia, the university associations, especially in Europe, take on broader roles and greater responsibilities in its educational and academic community. For example, various significant educational programs such as credit transfer and double degree programs within the framework of Bologna Process are being implemented by some international university associations. Furthermore, some associations are making a variety of efforts to enhance the environment for universities through outreach, policy recommendation and advocacy.

These activities of international university associations will help us to think how our universities could work together to enhance research, education and outreach within the region of Asia.



**Internationalization of Universities
through
University Associations**

2nd University Administrators Workshop
February 1, 2007 Kyoto University

Satoru Endo,
Director, Division of International Affairs
Kyoto University

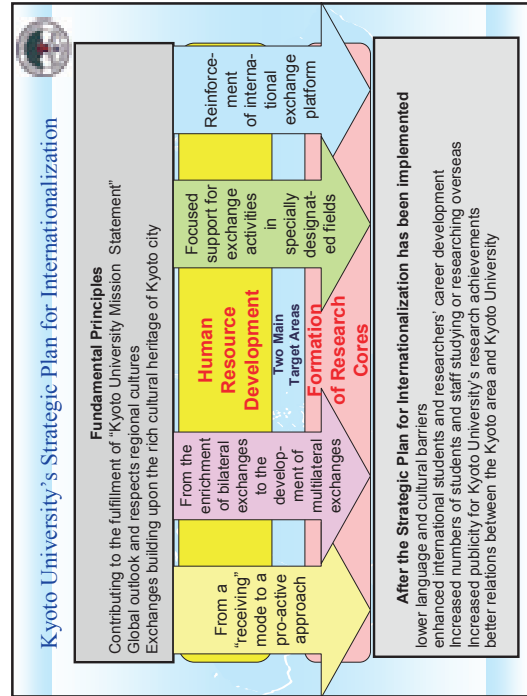
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The Organization for the Promotion of International Relations (OPIR) of Kyoto University was established on April 1, 2005 to improve mutual benefits between Kyoto University and its partners.

**The Organization for the Promotion
of International Relations**
京都大学国際交流推進機構

2




Realizing the strategy through AEARU and APRU programs

- for the development of Human Resources
Examples are;
APRU Graduate Summer Program
AEARU Student Summer Camp
- for the strengthening of Research Cores
Examples are;
APRU/AEARU Research Symposium
AWI Workshop

4

Benefit that can be obtained through university associations

- Development of **multilateral research collaborations**
- Fostering the **multidisciplinary research collaborations** (from research on single discipline to university-wide, multidisciplinary subjects)
- Promotion of **student exchanges**
- **Cost sharing** (budgetary burden of host institution may be heavy, though)
- Strengthening the **networks** (that will enable more information exchange, participation to the program, etc.)
- **Bilateral partnership** will also be enhanced

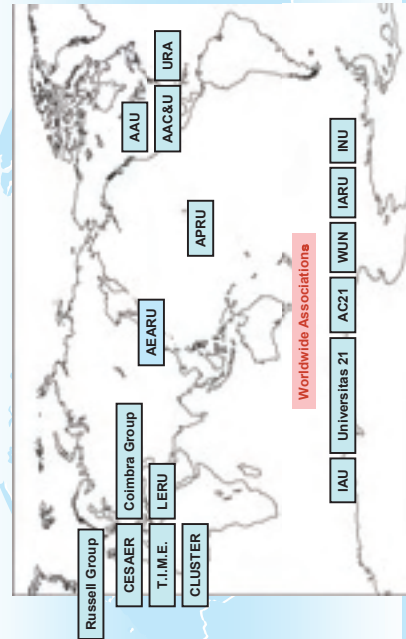
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Participation to the International University Associations

AEARU	Fudan University, Peking University, Tsinghua University-Beijing, University of Tokyo, KAIST, POSTECH, Tohoku University, Tsing Hua University-Hsinchu, HKUST, Seoul National University, University of Tsukuba, Taiwan University, Kyoto University
APRU	Chulalongkorn University, Fudan University, National University of Singapore, Peking University, Tsinghua University-Beijing, University of Tokyo, HKUST, Keio University, Seoul National University, Taiwan University, University of Malaya, Kyoto University
IAU	Chulalongkorn University, Hokkaido University, University of Tokyo, POSTECH, Tohoku University, Keio University, Kobe University, Nagoya University, University of Tsukuba, University of Malaya, Kyoto University
IARU	National University of Singapore, Peking University, University of Tokyo
Universitas 21	Fudan University, National University of Singapore, Peking University, Kasetsart University
AC21	Chulalongkorn University, Fudan University, Peking University, Nagoya University
INU	Ritsumeikan University

6

University Associations in the World



University Associations – Worldwide

Name	Mission/Objective	Examples of member univs.	Activities
IAU (International Association of Universities) established in 1950 60 member univs.	* To promote the principles of freedom and justice, of human dignity and solidarity. * To contribute to the development of material and moral assistance.	POSTECH Kyoto U., Osaka U., Tohoku U., U of Tokyo, U of Tsukuba	Conferences Reference publications Scholarly publications Policy statements Online databases
Universitas 21 established in 1997 20 member univs.	To facilitate collaboration and cooperation between the member universities and To create opportunities	Fudan U., Peking U., Shanghai Jiao tong U., Korea U., U. of Virginia U. of Birmingham	Conferences Summer school
AC21 (Academic Consortium 21) established in 2002 25 member univs.	To encourage the further advancement of global cooperation to the benefit of higher education and to contribute to world and regional society.	Fudan U., Peking U., USTC, Nagoya U., Chulalongkorn U., U. of Sydney	International Forum Student World Forum (student exchange, information sharing)
WUN (Worldwide Universities Network) 16 member univs.	To create a worldwide partnership to generate significant advances in research, graduate training, education and knowledge transfer.	U. of Bristol Nanjing U. Zhejiang University U. of Wis., Madison	Research e-learning The Global Exchange Programme (GEP)
IARU (International Alliance of Research Universities) established in 2006 10 member univs.	To share a similar vision and have a commitment to educating future leaders.	ANU, NUS, Peking U., UCB, U. of Cambridge, U. of Oxford, U. of Tokyo, Yale U.	Summer internships Conferences Student exchange Joint/dual degree arrangements Faculty exchange.

Name	Mission/Objective	Examples of member univs.	Activities
Coinbra Group established in 1985 37 member universities	To creating special academic and cultural ties in order to promote internationalisation, academic collaboration, excellence in learning and research, and service to society.	U. of Cambridge U. of Oxford U. di Bologna Uppsala U. U. of Heidelberg	Task Forces Symposia Scholarship Visiting program
LERU (League of European Research Universities) established in 2002 20 member univs.	- Education through awareness of the frontiers of human understanding - Creation of new knowledge through basic research - Promotion of research across a broad front	U. of Cambridge U. of Oxford U. of Heidelberg U. of Milan U. of Saar Strasbourg	Advocacy (committees and working groups) Collaboration (e-learning, digital resources, medical education)
CESAER (The Conference of European Schools for Advanced Engineering Education and Research) Established in 1990 Nearly 60 member univs.	To provide "High Quality" Engineering Education in Europe, and, To improve links between its members in Research as well as in Postgraduate and Continuing Education.	Tech. U. Muenchen Imperial College Sorbonne Indian National Institutes Sciences Appliquees de Toulouse	Consultations among the members Cooperation with governments Exchange of information
T.I.M.E. (Top Industrial Managers Europe) established in 1989 46 member univs.	To furthering high-level educational programs for engineers and industrial executives, preparing them to function across national borders in the European Community and in the world	Tech. U. Muenchen Ecole Centrale Paris U. of Louvain Louvain	Double degree Programs

University Associations – Europe

Activities of university associations in Europe - Research collaborations

Examples are:

- LERU (League of European Research Universities)
"The EUREA feasibility project aims to determine the best conditions of implementation, commercial operating and perpetuation of a European cross-border mutualisation system of academic e-resources of the highest quality." (9 out of 12 members joined)
- WUN (Worldwide Universities Network)
"Research activity is at the heart of what WUN does. The alliance aims to bring together the best people and the best ideas from the member institutions to solve global problems."
Topics are: Attitudes about Science and Technology, BIOTRACS, Green Chemistry, Horizons in Bioinformatics, Intelligent Uninhabited Aerial Vehicles, Nanomanufacturing, Nuclear Science, Spintronics

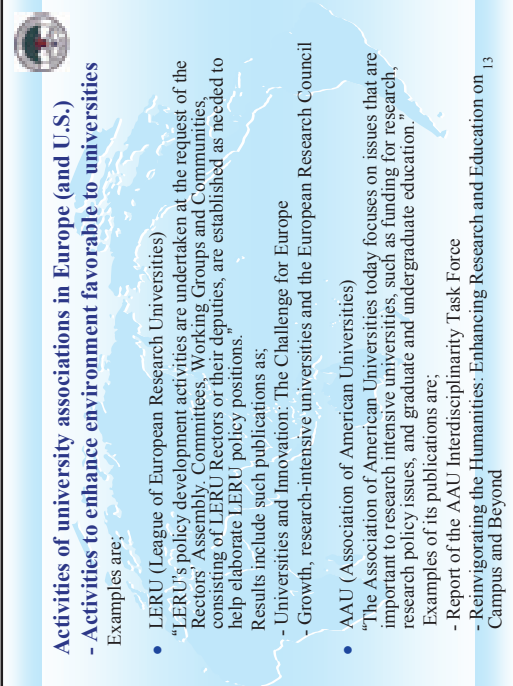
Name	Mission/Objective	Examples of member univs.	Activities
AEARU (Association of East Asian Research Universities) established in 1997 17 member univs.	To explore and identify areas of mutual interest for collaboration	Fudan U., Nanning U., Peking U., Tsinghua U., Tsinghua U., Tsinghua U., Waseda U., Tsinghua U., U-Hiroshi, KAIST, POSTECH, SNU, Osaka U., Tohoku U., TIT, UT, Fukuoka U., Kyoto U.	Student Summer Camp Research Symposium Workshop on Network Education
APRU (Association of Pacific Rim Universities) established in 1997 37 member univs.	To foster cooperation in education, research and enterprise thereby contributing to the economic, scientific and cultural advancement in the Pacific Rim.	ANU, Fudan U., Osaka Univ., Tsinghua U., Hsinchu U., National U. Kaohsiung, U. Keen U., Kyoto U., Osaka U., U. of Tokyo, SNU, NUS, UC Davis	APRU Enterprise Research Symposiums Fellows Program Doctoral Students Conf. AWI
AAU (The Association of American Universities) established in 1900 62 member univs.	# developing national policy positions * discussing a broad range of other institutional issues	UC Davis, UCB, Harvard U., Johns Hopkins U., UPENN, Stanford U.	Annual membership meeting Advocacy Policy Issues

University Associations – other areas

Activities of university associations in Europe - Educational Programs

Examples are:

- CESAER (The Conference of European Schools for Advanced Engineering and Research)
"CESAER pursues its aims through development and implementation of programmes of multinational engineering education at undergraduate, postgraduate and professional levels"
- T.I.M.E. (Top Industrial Managers Europe)
"Through its double degree activities, T.I.M.E. promotes high-quality engineering education and produces graduates who are able to work transnationally and in trans-cultural environments."



Activities of university associations in Europe (and U.S.)
- Activities to enhance environment favorable to universities

Examples are:

- LERU (League of European Research Universities)
 "LERU's policy development activities are undertaken at the request of the Rectors' Assemblies, Committees, Working Groups and Communities, consisting of LERU Rectors or their deputies, are established as needed to help elaborate LERU policy positions."
 Results include such publications as:
 - Universities and Innovation: The Challenge for Europe
 - Growth, research-intensive universities and the European Research Council
- AAU (Association of American Universities)
 "The Association of American Universities today focuses on issues that are important to research intensive universities, such as funding for research, research policy issues, and graduate and undergraduate education."
 Examples of its publications are;
 - Report of the AAU Interdisciplinarity Task Force
 - Reinvigorating the Humanities: Enhancing Research and Education on Campus and Beyond

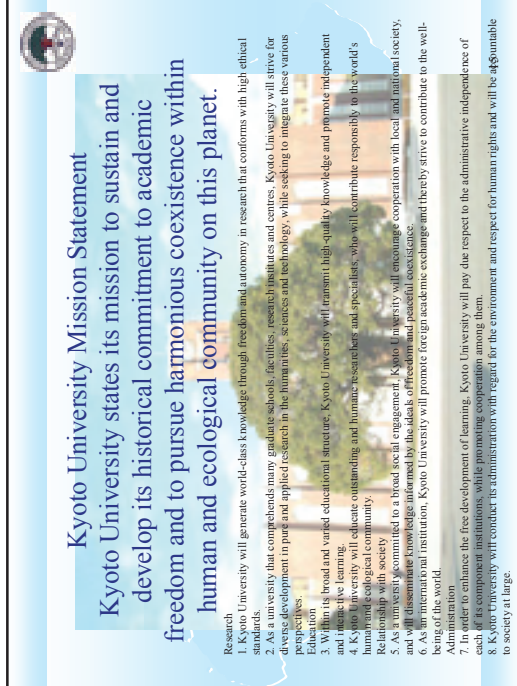
13



Possible new directions of university associations in Asia

- for the strengthening of research collaboration
 - to hold academic meetings and exchange information on multidisciplinary and multicultural research issues
- for the promotion educational programs
 - to support bilateral (and multilateral) education programs such as student exchange program and double degree program
 - to exchange information on education system, which will contribute to the improvement of quality of education
- for the enhancement of the environment
 - to implement research on common issues
 - to accommodate dialogue with policy makers

14



Kyoto University Mission Statement
Kyoto University states its mission to sustain and develop its historical commitment to academic freedom and to pursue harmonious coexistence within human and ecological community on this planet.

Research University will generate world-class knowledge through freedom and autonomy in research that conforms with high ethical standards.

1. As a university that comprehends many graduate schools, faculties, research institutes and centres, Kyoto University will strive for diverse development in pure and applied research in the humanities, sciences and technology, while seeking to integrate these various perspectives.
2. Education
3. We aim to broad and varied educational structure. Kyoto University will transmit high-quality knowledge and promote independent and interactive learning.
4. We will nurture students, outstanding and humane researchers and specialists, who will contribute responsibly to the world's human and ecological community.
5. As a university committed to a broad social engagement, Kyoto University will encourage cooperation with local and national society, and will disseminate knowledge informed by the ideals of freedom and peaceful coexistence.
6. As an international institution, Kyoto University will promote foreign academic exchange and thereby strive to contribute to the well-being of the world.

Administration

7. We will enhance the free development of learning. Kyoto University will pay due respect to the administrative independence of each of its constituent institutions, while ensuring cooperation among them.
8. Kyoto University will continue its administration with regard for the environment and respect for human rights and will be **accountable** to society at large.