Session A-II:
Promoting International Research Collaborations
MoU Constructions in Culture-Specific Contexts

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International & Corporate Relations Office (ICR)
University of Malaya
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.
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.

MOU CONSTRUCTIONS IN CULTURE-SPECIFIC CONTEXTS

SOME OF OUR FRIENDS
MOU at UM

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

Some of UM partner countries

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
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<tbody>
<tr>
<td>Argentina</td>
<td>5</td>
</tr>
<tr>
<td>Australia</td>
<td>6</td>
</tr>
<tr>
<td>China</td>
<td>1</td>
</tr>
<tr>
<td>Chile</td>
<td>2</td>
</tr>
<tr>
<td>Germany</td>
<td>1</td>
</tr>
<tr>
<td>Japan</td>
<td>11</td>
</tr>
<tr>
<td>Korea</td>
<td>14</td>
</tr>
<tr>
<td>UK</td>
<td>6</td>
</tr>
<tr>
<td>Vietnam</td>
<td>2</td>
</tr>
<tr>
<td>Others</td>
<td>6</td>
</tr>
</tbody>
</table>

MOUs IN REGIONS

<table>
<thead>
<tr>
<th>Region</th>
<th>TOTAL</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASIA</td>
<td>41</td>
<td>48.2%</td>
</tr>
<tr>
<td>EUROPE</td>
<td>24</td>
<td>28.2%</td>
</tr>
<tr>
<td>N &amp; S AMERICA</td>
<td>8</td>
<td>9.4%</td>
</tr>
<tr>
<td>AUSTRALIA &amp; NZ</td>
<td>3</td>
<td>10.6%</td>
</tr>
<tr>
<td>AFRICA</td>
<td>3</td>
<td>3.6%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>85</td>
<td>100%</td>
</tr>
</tbody>
</table>

MOUs IN REGIONS

- Asia: 41
- Europe: 24
- North & South America: 8
- Australia & New Zealand: 3
- Africa: 3
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 …

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

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Tomomi URANO, Coordinator
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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
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

Brief Sketch of Hokkaido University

- 12 Undergraduate Faculties, 16 Graduate Schools
- 24 Research Institutes, etc.
- Staff: Executives 10, Academic Staff 2,147
  Administrative/Technical Staff 1,888 Total 4,045
- Students: Undergraduate 11,447, Graduate 6,091
  Other 479 (*Including 852 International Students) Total 18,017

International Academic Exchanges

Total: 141

- Departmental: 100
- Inter-University: 41

Number of International Students

- Japanese Government
- Foreign Government
- Own
- Total

**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 securement 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 HU: 20 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"
  - Participants SNU: 18 people
  - Conferment of an honorary doctorate to SNU president

- Oct. 2001
  - 4th Symposium in SNU: "Technology Innovation and Its Relations to Humanities and Social Sciences"
  - "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
Participants’ Opinions

1. The symposiums provided young researchers/students with international experiences.
2. Stimulated researchers’ idea and motivation.
3. Acted as a platform for information exchange, the methods and research results.
4. Encouraged further discussions involving young researchers.
5. Shaped the future direction of research cooperation.
6. Broadened the possibility of joint research and participants of both sides hope to continue holding sessions at the joint symposium.

Implementation Structure of the Symposiums

- Vice President
  - Overall management
  - Programming the sessions
- Secretariat
  - Logistic arrangements
  - Overall management
  - Programming the sessions
  - Supporting the sessions
- Organizing Committee
  - Chair: An Advisor to the Executives
  - Satellite Session Leaders
  - Role: Discussing the contents of satellite sessions with SNU counterparts and managing them

Participants’ Opinions

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3. Acted as a platform for information exchange, the methods and research results.
4. Encouraged further discussions involving young researchers.
5. Shaped the future direction of research cooperation.
6. Broadened the possibility of joint research and participants of both sides hope to continue holding sessions at the joint symposium.

Participants HU: 53 people
Participants SNU: 135 people
8 Satellite Sessions (HU:293 people)
Exchange Record with SNU

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Type of Exchange</th>
<th>Researcher</th>
<th>Student</th>
<th>Administrator</th>
<th>Total</th>
<th>Number of Departments Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Out-going</td>
<td>In-coming</td>
<td>Out-going</td>
<td>In-coming</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td>18</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td>2002</td>
<td>5</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>2003</td>
<td>17</td>
<td>14</td>
<td>8</td>
<td>22</td>
<td>0</td>
<td>61</td>
</tr>
<tr>
<td>2004</td>
<td>20</td>
<td>31</td>
<td>14</td>
<td>43</td>
<td>4</td>
<td>112</td>
</tr>
<tr>
<td>2005</td>
<td>18</td>
<td>7</td>
<td>19</td>
<td>57</td>
<td>1</td>
<td>111</td>
</tr>
</tbody>
</table>

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

Success Factors ~from our viewpoint

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

Thank you for your attention!
Roles of Office of International Relations in Promoting Research Collaboration

Ru-Qing Zheng
Office of International Relations
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Beijing, 100871, P. R. China
rzheng@pku.edu.cn

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. Ruqiang Zheng
Peking University
February, 2007

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

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: ~ 1340
  → Medicine: ~ 220
  → 9 Affiliated Hospitals: ~ 2000

History
- Founded in 1915 – "Imperial University of Peking"
- From 1912 – "Peking University"
- Centennial Anniversary in 1998
- Disciplinary Relocation in 1998
- Believed the goal to be a world-class university in the 21st century
- Merged with Beijing Medical University in 2000
### Educational System

- Bachelor’s Degree: 4 years
- Master’s Degree: 2-3 years
- Master’s Program: 3.5 years
- Ph.D. Degree: 3.5 years
- Ph.D. Program: 8 years
- Postdoctoral fellows: 500

### Academic Structure

- Faculties: 5
  - Faculty of Humanities
  - School of Social Sciences
  - School of Life Sciences: Center for Personality
  - School of Engineering: College of Information Engineering
  - School of Management: School of Management

- Research Institutions and Centers: 271

### Financial Information

#### A Profile of Research Activities

- Number of ongoing projects: ≈ 2000
- Annual research grants: ≈ $80M
  - Life science related: ≈ 1/3
  - IT related: ≈ 1/7
- International papers per year: ≈ 2000

#### Total Annual Expenditure: 2.5 Billion RMB

- Regular Government Budget
  - 32%
- Special Government Fund (2B+ 2B)
  - 28%
- University Foundation
  - 15%
- Research Grants
  - 12%
- University Income
  - 3%
- University Endowments
  - 4%
**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: ≈ 100 projects/year (incomplete statistics)
- Small Scale: ≈ 100K 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

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>IF</th>
<th>International Collaboration</th>
<th>IF</th>
<th>National Collaboration</th>
</tr>
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<tbody>
<tr>
<td>2002</td>
<td>174</td>
<td></td>
<td>16%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2003</td>
<td>125</td>
<td></td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>418</td>
<td>2.40</td>
<td>71 (17.0%)</td>
<td>3.55</td>
<td>99 (23.7%)</td>
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<tr>
<td>2006</td>
<td>362</td>
<td>2.60</td>
<td>59 (16.3%)</td>
<td>3.32</td>
<td>109 (30.1%)</td>
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*First- Author based only
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<tr>
<th>Year</th>
<th>SCI Publications at PKU</th>
<th>Total</th>
<th>Number</th>
<th>IF</th>
<th>%</th>
<th>Number</th>
<th>IF</th>
<th>%</th>
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<tr>
<td>2005</td>
<td>715</td>
<td>195</td>
<td>2.64</td>
<td>3.12</td>
<td>2011</td>
<td>343</td>
<td>2.00</td>
<td>358</td>
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<tr>
<td>2006</td>
<td>817</td>
<td>279</td>
<td>3.06</td>
<td>3.06</td>
<td>2006</td>
<td>358</td>
<td>1.75</td>
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<table>
<thead>
<tr>
<th>Year</th>
<th>AHCI Publications at PKU</th>
<th>Total</th>
<th>Number</th>
<th>IF</th>
<th>%</th>
<th>Number</th>
<th>IF</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>4 (First-Author: 3)</td>
<td>2004</td>
<td>17 (13.2%)</td>
<td>2.04</td>
<td>48 (15.5%)</td>
<td>3.3</td>
<td>61 (15.5%)</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>13 (First-Author: 8)</td>
<td>2005</td>
<td>12 (42.9%)</td>
<td>3.0</td>
<td>46 (69.6%)</td>
<td>5.05</td>
<td>86 (69.6%)</td>
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</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>SSCI Publications at PKU</th>
<th>Total</th>
<th>Number</th>
<th>IF</th>
<th>%</th>
<th>Number</th>
<th>IF</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>19 (13.2%)</td>
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<td>48 (15.5%)</td>
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<tr>
<td>2005</td>
<td>13 (42.9%)</td>
<td>2005</td>
<td>12 (42.9%)</td>
<td>3.0</td>
<td>46 (69.6%)</td>
<td>5.05</td>
<td></td>
</tr>
</tbody>
</table>
**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

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

**What Can We Do?**

The Practices in Promoting International Collaborations

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

**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
“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
  ----

IARU: “Global Changes and Sustainability”

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

Members of IARU

<table>
<thead>
<tr>
<th>ANU</th>
<th>ETH Zurich</th>
<th>NUS</th>
<th>PKU</th>
<th>UC-Berkeley</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge</td>
<td>Copenhagen</td>
<td>Oxford</td>
<td>Tokyo</td>
<td>Yale</td>
</tr>
</tbody>
</table>

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”

Sino- German University Presidents Meeting

Participants:

<table>
<thead>
<tr>
<th>Germany</th>
<th>China</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humboldt-Universität</td>
<td>Peking University</td>
</tr>
<tr>
<td>Freie Universität</td>
<td>Tsinghua University</td>
</tr>
<tr>
<td>Universität Heidelberg</td>
<td>Fudan University</td>
</tr>
<tr>
<td>TU München</td>
<td>Zhejiang University</td>
</tr>
<tr>
<td>RWTH Aachen</td>
<td>Shanghai Jiaotong University</td>
</tr>
<tr>
<td>Universität Tübingen</td>
<td>Nanjing University</td>
</tr>
<tr>
<td>Universität Freiburg</td>
<td>Xi an Jiaotong University</td>
</tr>
<tr>
<td>LMU München</td>
<td>Tongji University</td>
</tr>
<tr>
<td></td>
<td>University of Science and Technology</td>
</tr>
</tbody>
</table>
**Student Exchange**

To build academic links between professors for Research Collaborations

- Co-supervision or Sandwich Program
- Study Abroad Supported by CSC

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**Ideal Model:**

"Research and Project Development Division"

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

---

**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.

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

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
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

Structure & Organization

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 Symposia (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 Symposia (II)
- Infectious Diseases Symposium (2004)
- Microgravity Research Symposium (2001)
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
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

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.

Kyoto University's Strategic Plan for Internationalization

Fundamental Principles
- Contributing to the fulfillment of "Kyoto University Mission Statement"
- Global outlook and respects regional cultures
- Exchanges building upon the rich cultural heritage of Kyoto city

Two Main Target Areas
- Human Resource Development
  - Focused support for exchange activities in specially designated fields
  - Reinforcement of international exchange platform
- Formation of Research Cores
  - From the enrichment of bilateral exchanges to the development of multilateral exchanges

After the Strategic Plan for Internationalization has been implemented
- Lower language and cultural barriers
- Enhanced international students and researchers' career development
- Increased numbers of students and staff studying or researching overseas
- Increased publicity for Kyoto University's research achievements
- Better relations between the Kyoto area and Kyoto University

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
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

Participation to the International University Associations

<table>
<thead>
<tr>
<th>Name</th>
<th>Member Universities</th>
<th>Mission/Objective</th>
<th>Examples of Member Unis.</th>
<th>Activities</th>
</tr>
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<tbody>
<tr>
<td>IAU (International Association of Universities)</td>
<td>National University of Singapore; Peking University; National University of Tokyo; University of Tokyo; UCL; U of Sydney</td>
<td>* To promote the principles of freedom and justice, of human dignity and solidarity.</td>
<td>FUJ, MIT, U of Cambridge, U of Oxford, U of Tokyo, Yale U</td>
<td>Conferences, publications, policy statements, databases</td>
</tr>
<tr>
<td>WUN (Worldwide Universities Network)</td>
<td>16 member universities</td>
<td>To create a worldwide partnership to generate significant advances in research, graduate training, education and knowledge transfer</td>
<td>U of Bristol, Nanjing U, Zhejiang U, U of Wisc., Madison</td>
<td>Conferences, publications, policy statements, databases</td>
</tr>
<tr>
<td>IARU (International Alliance of Research Universities)</td>
<td>10 member universities</td>
<td>To encourage the further advancement of global cooperation to the benefit of higher education and multi-country education</td>
<td>ANU, NUS, Peking U, U of Cambridge, U of Oxford, U of Tokyo, Yale U</td>
<td>International Forums, student exchange, information sharing</td>
</tr>
<tr>
<td>APRU (Asia Pacific Research University Network)</td>
<td>25 member universities</td>
<td>To share a similar vision and have a commitment to educating future leaders.</td>
<td>Fudan U.; Peking U.; U of Virginia; U of Birmingham</td>
<td>Scholarly publications, policy statements, databases, conferences, summer schools</td>
</tr>
<tr>
<td>AEARU (Asia Education Alliance for Research Universities)</td>
<td>25 member universities</td>
<td>To promote the principles of freedom and justice, of human dignity and solidarity.</td>
<td>POSTECH, Kyu, U; U of Tokyo; U of Tsukuba; U of Tokyo, Keio U; U of Malaya</td>
<td>Scholarly publications, policy statements, databases, conferences, summer schools</td>
</tr>
<tr>
<td>INU (International Network of Universities)</td>
<td>Ritsumeikan University</td>
<td></td>
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</tbody>
</table>
### University Associations - Europe

<table>
<thead>
<tr>
<th>Name</th>
<th>Mission/Objective</th>
<th>Examples of member universities</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>T.I.M.E. (Top Industrial Managers Europe)</td>
<td>To further higher education opportunities for engineers and industrial executives, preparing them to function across national borders within the European Community and the world.</td>
<td>T.U. Munich, Ecole Centrale Paris, Columbia University</td>
<td>Educational Programs Double degree programs</td>
</tr>
<tr>
<td>U. of Cambridge</td>
<td>To create special academic and cultural ties through the support of internationalization, academic collaboration, exchange in learning and research, and service to society.</td>
<td>U. of Cambridge, U. of Oxford, U. of Bologna, U. of Strasbourg</td>
<td>Task Forces, Symposium, Scholarship, Working program</td>
</tr>
<tr>
<td>LERU (League of European Research Universities)</td>
<td>- Education for awareness of the frontiers of human understanding - Creation of new knowledge through basic research - Promotion of research across a broad front.</td>
<td>U. of Cambridge, U. of Oxford, U. of Bologna, U. of Strasbourg</td>
<td>Advocacy committees and working groups Collaboration in teaching, digital resources, medical education</td>
</tr>
<tr>
<td>CESAEER (The Conference of European Schools for Advanced Engineering Education and Research)</td>
<td>To provide &quot;High Quality&quot; Engineering Education in Europe, and to improve links between its members in Research as well as in Postgraduate and Continuing Education.</td>
<td>T.U. Munich, Imperial College London, National Institute of Science Applications in Brussels</td>
<td>Consultations among the members Cooperation with governments Exchange of information</td>
</tr>
</tbody>
</table>

### University Associations - other areas

<table>
<thead>
<tr>
<th>Name</th>
<th>Mission/Objective</th>
<th>Examples of member universities</th>
<th>Activities</th>
</tr>
</thead>
</table>

### Activities of university associations in Europe - Research collaborations

Examples are:

- **LERU (The 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." (9 out of 12 members joined)

Topics are: Attitudes about Science and Technology; BIOTRACS; Green Chemistry; Horizons in Bioinformatics; IntelligentUninhabited Aerial Vehicles, Nanomanufacturing; Nuclear Science; Spintronics

### Activities of university associations in Europe - Educational Programs

Examples are:

- **CESAEER (The Conference of European Schools for Advanced Engineering and Research)**
  
  "CESAEER pursues its aims through development and implementation of programmes of multinational engineering education at undergraduate, postgraduate and professional levels." (9 out of 12 members joined)

- **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." (9 out of 12 members joined)
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’ Assembly. 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
  - Reinventing the Humanities: Enhancing Research and Education on Campus and Beyond

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

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.

1. Kyoto University will generate world-class knowledge through freedom and autonomy in research that conforms with ethical standards.
2. 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 and sciences, and to integrate its various perspectives.
3. Kyoto University will accommodate dialogue with the Japanese government and other stakeholders in order to contribute to the improvement of the human and ecological community.
4. Kyoto University will uphold academic freedom and the ethical standards required to maintain the university’s historical integrity.
5. Kyoto University will promote international exchange and cooperation with local and national society, and will contribute to the development of knowledge and technology in the public interest.
6. As an international institution, Kyoto University will promote diverse exchange and dialogue and to contribute to the development of the human and ecological community.

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