

**4th Council of President's Meeting
GlobalU8 Consortium (GU8)
University of Le Havre, France
June 28-29, 2007**

Meeting Minutes

Attendees: *University of Rhode Island*: Robert L. Carothers (President and Chair of Council of Presidents); Melissa McCarthy (Assistant Secretary-General, GU8); Peter Alfonso (Vice President and Chair, Joint Research Committee); Catherine J. Sears (GU8 Staff and Recorder); *Inha University*: Seoung-Yong Hong (President and Honorary Chair); Young-Tae Chang (Secretary-General of GU8 and Professor, Graduate School of Logistics); Byung-Joon Cho, (Professor and Dean of External Affairs); Jae-Chon Park (Professor and Dean of Research); *University of Le Havre*: Camille Galap (President); Benjamin Steck (Vice President); Christian Nichita (Director, International Relations Office); Martine Currie (International Relations Office); Sandrine Danger-Pujol (International Relations Office); *University of Haifa*: Aaron Ben-Ze'ev (President); *MIT University*: Brian Corbitt (Professor and Dean of Research and Innovation) alternate for Margaret Gardner (Vice-Chancellor); Eveline Fallshaw (Dean of Academic Development and Chair, Education Committee); *University of Washington*: Mark Hershman (Professor) alternate for Mark Emmert, President); *Xiamen University*: Chongshi Zhu (President); Tongwen Mao (Director of International Relations Office); Maria Pan Wei, Academic Staff; *University of Hawai'i at Mānoa*: Denise Eby Konan (Interim Chancellor); *University of Hull*: Barry Winn (Professor and Pro-Vice-Chancellor (Research and Enterprise) representing Professor David Drewry (Vice-Chancellor); *University of Galati*: Viorel Minzu (President); *N+i Network*: Jean-Pierre Trotignon (Professor). There was no representative from Meiji University.

**Thursday, June 28, 2007
University of Le Havre**

Session 1. Opening Ceremony

Robert L. Carothers, Chair, opened the meeting and requested the members to review the agenda. There were no changes and turned the meeting to the host of the COP meeting, the University of Le Havre.

1. Welcoming Address

On behalf of President Camille Galap, Benjamin Steck, Vice President of the University of Le Havre, read the remarks prepared by the President. He welcomed all the delegates to the University and stated that they were honored to host the 4th COP. Dr. Steck stated that the University of Le Havre has given the GU8 activities high priority and have placed the Consortium's projects in their four-year contract with the French Ministry of Education for 2007-2011. The GU8 Consortium has brought many opportunities for professors and researchers to cooperate in areas of logistics, advanced technology, management and marine affairs. Since the start of the Consortium, achievement has occurred with different projects in with various research laboratories in Le Havre in the fields of biotechnology, logistics and composite matter. Dr. Steck stated that they are convinced the GU8 collaboration will produce more research possibilities in the aforementioned areas as well as renewable energy and information technology.

The University of Le Havre has encouraged student mobility with all faculty members and its ISEL, the School of Engineers and Logistics. A selection procedure has been set up for student exchange to hopefully increase the number of students in the future. Dr. Steck stated that they were looking forward to an increase of students from member GU8 Universities in the future as well as prioritizing the exchange of professors to help in the exchange of pedagogy in academics with their experiences along with the exchange of curricular.

The University of Le Havre supports the Global MBA program between Inha, Xiamen, RMIT and Le Havre which has been initiated by Inha University. Dr. Steck stated they hoped to participate in projects in other fields of research in the future. The University of Le Havre also supports the exchange of good practices into the management of the University which began a couple of months ago with the cooperation of librarians at the University of Haifa. Dr. Steck stated that cooperation of universities in European countries believe it is a priority for Europe to meet the challenges of globalization and the GU8 Consortium will give the opportunity to initiate projects to meet those challenges.

Dr. Steck extended the welcome to the presidents of the three other guest universities who were attending the COP, the Universities of Hawai'i (USA), Galati (Romania) and Hull (United Kingdom) and was sure that they would bring their competencies to full cooperation to the Consortium.

1.1 Opening Address

Robert L. Carothers, President, University of Rhode Island and Chair of the GU8, welcomed all to the 4th Annual Meeting of the GU8 Consortium's Council of Presidents and thanked the hosts, President Galap and all his colleagues at the University of Le Havre for their warm hospitality. The city of Le Havre and President Galap have helped build an institution which of all France could be proud. They have been a wonderful partner for the GU8 Consortium and have seen the vision and skill in managing the Advanced Technologies Symposium that many of the members had a chance to observe.

Dr. Carothers stated that it was his great honor to chair the meeting, stepping into the very large footprints of the Consortium's founding chairman and now honorary chairman, President Seoung-Yong Hong of Inha University. He said that the Consortium is very grateful for his leadership and service. It was President Hong who conceived the GU8, then the GU7, and soon to get larger. It was his vision for coastal universities around the globe to be united by common cause and purpose that has brought everyone to Le Havre. It was President Hong, who was assisted by his Secretary-General YT Chang, who conducted the diplomacy that made this possible. It was his drive and energy that made us all believe that his vision could be achieved. As the committees make their reports much has been accomplished and President Hong, as he leaves his formal position as our chairman, the members of the Consortium want him to know that we will rely on his vision and wisdom as the guiding force in the years ahead. That is why he has been asked to serve as the honorary chair of the GU8 Consortium and why we will depend on his friendship and leadership during his term. Dr. Carothers stated that there would be much more to say about President Hong at the concluding dinner on Friday evening.

President Carothers introduced President Hong for his review for the past three years.

1.2 Remarks by the Honorary Chair

President Hong greeted all the GU8 representatives and stated it was his great pleasure to see everyone again and share some moments with everyone about the GU8 Consortium. In particular, the vision, objectives of what have been done together and what remains for the future. President Hong thanked everyone for their friendship and cooperation.

Distinguished colleagues, today's world is facing unprecedented challenges and opportunities. Technology has made possible that the global community is becoming more open, more accessible, more transparent and interrelated. Today our universities face major challenges.

- the information glut and fragmentation of knowledge.
- colloquium classes.
- commercialization of research and business development.

- financial risk and financial portfolio and critical education.
- technological challenges especially relating to e-learning and cyber learning.

To respond to the challenges, seven presidents from distant universities in the world got together three years ago at Inha University. We dreamed it together about the strategic global alliance in the higher education arena similar to the business sector. The rationale of our consortium has its own aims. First is the need to respond to academic challenges and global communities through cultural collaboration. Second is to generate and disseminate practical and useful technology with a business entrepreneurial prospective. Third to nurture global citizens who are prepared for information-based societies and global markets.

The founding presidential meeting gave me the honor and privilege to be elected as the first chair of the Council of Presidents. I am also confessing that it gave me enormous responsibilities and duties to carry out this Consortium to make it so successful. As you are aware, the prime objectives of the Consortium are threefold: to build an excellent platform for cross-cultural education; to enhance global research network; and to upgrade administrative capacity. Each objective has been elaborated and implemented by the respective committees as we will hear about their activities from the committee chairs today. In order for the Consortium to exert more specialized and concentrated efforts, we designated four special areas of disciplines. They are global logistics, business organization, marine affairs, advanced technologies including biotechnology, information technology and nano technology.

Distinguished guests, since the inception of the Consortium in 2004, we have witnessed many meetings in North America, Asia, Europe, Australia and France. The Consortium also has had numerous workshops and international conferences including the one prior to this COP. President Hong again thanked President Galap and the staff of University of Le Havre for hosting a wonderful technology conference.

This 4th COP is officially the Consortium's 21st meeting. The repercussions of these meetings are detailed in his report in the COP book prepared by the URI Secretariat.

Relating to achievements in the education area, we are going to exchange ten (10) students per university between any member institutions therefore enabling each university to send 70 students to other member universities and also to receive 70 students from them every year in bounding and out bounding the same 70 students. Credits are transported between exchanging universities for the students for the more joint degrees that are being developed in the areas of global logistics, marine affairs and global MBA's. Also, staff exchange is increasing as we are expanding the number of members of our Consortium. Since the inception of the Consortium, Meiji University joined as a new member and now we are meeting some distinguished delegates from the potential candidates from the University of Hawai'i, the University of Hull and University of Galati from Romania. President Hong was also very excited to invite Cairo University representing the African continent. However, at the last moment, the President of Cairo University could not join this COP but hopes to join at the next COP.

Looking back to what we have done together for the past three years, we should be proud of ourselves. These achievements were possible due your profound dedication, relentless efforts and strong leadership. Generally, the Consortium paved the foundation and infrastructure for our member universities in international collaboration. It built up the image of our institutions as globalized ones. We are experiencing a synergized effort in developing education programs and conducting joint research by sharing our experiences and pooling resources together. Specifically, the Consortium enhanced the chances for our students to be exposed to more international settings, i.e. exchange programs. Our faculty may widen and deepen their research scope and quality by corporate research and our administrative staff to build their capacity and competitiveness.

President Hong stated that the GU8 activities first started as a partnership then developed with collegiality and with friendship. Despite of the remarkable progress, we are still facing some challenges and limitations for the development of the GU8 activities in the future. First and foremost, we need more enthusiasm and energy for the Consortium. The interest and monitoring by each of the presidents will be directly influential to our destiny. Second, we need to pay more attention to invite new member universities to the Consortium. We learned a lesson that we should allow a new member university based on expressed presidential commitment at a COP meeting and presidents should show up at COP meetings. We should develop a more considerate procedure at the COP. Third, we should expedite bilateral agreements among member universities to galvanize student exchange although the Consortium concluded the exchange of 70 students per year. We should also agree that the actual student exchange should be implemented based on bilateral agreements. First, we should have a clear picture on how we can fund cooperative research within the framework of a long-term research roadmap. To this end, I suggested from the first joint research committee meeting that we should fundraise \$150,000 USD for each membership university as seed money. If this is not possible, we should find other funding strategies to sustain development of our researches. Finally, we need to develop a public relation strategy of GU8 activities. This is apparent as some universities do not have any information or link of service with our GU8 members yet on their home-page websites. This will bring about more active interaction among member universities.

We are convening in France under the new leadership of President Robert L. Carothers of the University of Rhode Island. The Consortium completed the first phase of three years and is ushered into a new window of opportunity this year with new leadership of the COP chair, Secretary-General and newly elected committee chairs. I am very grateful to be able to turn over the reigns of leadership into the mighty hands of the chair of the COP to meet the challenges of the Consortium's future. President Hong expressed his wishes that the leadership at URI will take the Consortium to a new turn and make sure that the eventual call for the joint-education program will develop dual-degree or joint-degree programs. To this end, we should delegate our education schemes and develop a globally recognized accreditation system of our own. President Hong addressed President Carothers as a champion of managing universities for over 25 years and he could be a champion once again with entrepreneurship and expanding the Consortium membership to ten universities in ten years in the four specialized areas. Most importantly, if we unite together, we could lift to the global top ten universities in four special areas. President Hong stated that President Carothers' wisdom and strong leadership will make the Consortium resonate with more active participation at GU8 activities among our students, faculties and staff. He concluded that none of us is as good as all of us.

President Hong once again thanked President Galap and the faculties for hosting and beautifully organizing the meeting at Le Havre.

President Carothers thanked President Hong for his remarks and stated that everyone is indebted to him for his leadership of the GU8. He welcomed all the President's and representatives of member universities to the COP.

1.3 Courtesy Remarks

Xiamen University: President Chongshi Zhu greeted the delegation. His remarks were translated by his assistant, Maria Pan Wei. Xiamen, as a member of the Consortium, has benefited great deal from the Consortium. Xiamen University has also enjoyed a strong relationship with other Universities such as Le Havre, Washington, RMIT. Xiamen has shared a lot of faculty and students with Inha University in which every year we exchange 20 students. They also exchange students, staff and faculty members with Le Havre, Washington and RMIT and also doing some joint work in educational programs. He stated that when professors knew that he was coming to France for this meeting they asked to convey their best regards especially to President Carothers of the University of Rhode Island and President Hong.

Xiamen University attaches great importance to the Consortium's work because they are benefiting from the Consortium. He stated that his colleagues and faculty members all wish that Xiamen can become a very active participant in the Consortium's work. President Zhu stated he was very pleased to see a lot of old friends at the University of Le Havre as well as new faces and friends. He extended his welcome to all to visit Xiamen University at their convenience.

University of Haifa: President Ben-Ze'ev stated that the emphasis of the University of Haifa was three aspects which are common to all the universities represented in the GU8; international; interdisciplinary; and unique environment from both an ethical and moral point of view and geographical point of view. They also acknowledge the importance of technology to enhance this type of cooperation. He stated that he was very glad to be present to strengthen their cooperation. President Ben-Ze'ev expressed his thanks to President Hong for his vision of developing the Consortium, Professor Chang for his assistance and to President Carothers to carry on the work of the Consortium. He stated that President Hong's vision for the Consortium consists of universities around the sea. Marine scientists and marine affairs was and is the central issue of this Consortium and would like to stress the need to focus more on a common aspect which is a marine aspect. He stated all universities around the world want to include international relationships because it is now feasible and it strengthens each university. One of the rankings for universities is international cooperation but in order for the Consortium to be valuable we should be more unique. It cannot be merely just cooperation we should emphasize that we are the only ones which emphasize marine sciences. Uniqueness brings strength and focusing brings intensity which requires many resources. Being too focused may limit your opportunities. It may give you strength but also be too narrow. He stated that the University of Haifa is establishing a new school for Marine Sciences and so far they only have one department, Marine Civilization and are now establishing three more departments, graduate school mainly in marine geophysics, marine biology and sea and society (economics, legal issues, and security). Once the announcement was made that they were establishing the school, he received many requests to be part of the department so that they could unite the faculty within the University because of this uniqueness and strength.

He believes that the committees should be focused on issues around the sea. Together, the Consortium should gather funding from outside resources because he believes that this Consortium is very strong in the area of marine sciences but be very practical in each COP meeting. He suggested that each of the COP meetings be a conference on one aspect and another related to the sea in this way it would attract other universities so that we would be even stronger than we are now.

RMIT University: Professor Brian Corbitt stated that RMIT was celebrating their 120th anniversary and is one of the oldest tertiary institutions in Australia. He expressed his thanks and appreciation to President Galap and the University of Le Havre for their hospitality and warm welcome for hosting the COP. Professor Corbitt expressed RMIT's importance to be seen and be an active part of the GU8 Consortium. RMIT describes its vision as a global university technology and with a 120 year history in education in technology, it's important for them to expand global horizons. They are one of the few true global universities since they have a major campus in Melbourne, Australia but also an active campus in Ho Che Minh City in Vietnam. They have a student exchange with Vietnam and Melbourne where the degrees are exactly the same as in Melbourne. Professor Corbitt explained that this key part of what they want to contribute and their relationship with the GU8 is really important. He apologized on behalf of their Vice-Chancellor, Margaret Gardner, for not attending the COP. She was not able to attend due to the 120th anniversary celebrations and government requirements in Australia.

Professor Corbitt stated that RMIT has made a substantial contribution to the GU8 and will continue to do so. He and Professor Fallshaw are senior members of the staff of the GU8 and Professor Fallshaw chairs the Education Committee is a key indication of the dedication and commitment that they have to the GU8 and that will continue. As members, they are concerned to be able to make a positive contribution in that way. He reiterated former President Whitaker's commitment to the GU8.

Professor Corbitt stated that there is a key element for all in that both campuses, Ho Che Minh and Melbourne. It becomes very important for them to integrate with the other members since they are also located on ports and have logistic issues that need to be dealt with. RMIT describes itself as a global university to technology and one of the things they would like to do is to take that idea into 2008 when they host the COP.

Professor Corbitt extended commendations from RMIT to President Hong for the last three years of great work he has done in getting the GU8 up and running and to Professor YT Chang for his work as Secretary-General and look forward to positive interaction with the GU8.

University of Washington – Professor Marc Hershman represented President Mark Emmert and a new office that has been established at the University of Washington, the Office of Global Affairs which will be chaired by Vice Provost Susan Jefferds who has met with President Hong and YT Chang to discuss GU8. He gave a brief overview of international development at UW and concluded with thoughts on how best they could participate in the GU8.

A study was recently completed at UW recommending that more be done to make UW a global university. An effort was put into defining ‘what does it mean to be a global university’. It was done in preparation for a meeting of many universities around the world in London in the fall dealing with that very same topic. He stated that the Vice Provost envisions this as being beyond partnerships that are bilateral or particular research connections that faculty will have that come and go but rather a way in which all of the participants at the university can realize that they are citizens of the world and that this be built into the curriculum. The emphasis is on how the undergraduate world, in particular, can be changed in order to make global citizens out of our graduates. This is just a new field being developed but was of interest to him because it raises the question of the role that the undergraduate world might play in GU8 activities. Professor Hershman believes that this would welcome some further talk in the future.

Professor Hershman stated UW brings a great deal of strength and are able to contribute to the Consortium in the following areas:

1. Global Health due to their location near the Gates Foundation which is known globally for its efforts in dealing with illness and poverty in third-world nations.
2. Information technology through their new Computer Science and Information school that has been developed along with a new center for internet studies.
3. The Environment since they are a leading research university for arctic studies, global climate change issues, oceanography and fisheries sciences and marine affairs. The university’s school of international studies as six major centers focusing on regions of the world has been around for a long time and is one of the largest in the country.
4. An interdisciplinary program in global trade and transportation logistics which brings together students and faculty from 15 different departments of the University to focus on this area. In addition, UW has a strong marine affairs program and are very pleased to hear President Zhu’s comments about the new marine affairs development at Xiamen as well as the new marine sciences program that President Ben-Ze’ev described at the University of Haifa.

Finally, Professor Hershman stated that UW would like to contribute to the extensive vision of President Hong in creating the Consortium special thanks to YT Chang who has worked extensively and diligently to keep all the details in order. He welcomed President Carothers and colleagues of the University of Rhode Island and look forward to working very closely with him.

1.3.1 Special Remarks Invitees and Observers

University of Hawai’i at Mānoa

Interim Chancellor Denise Eby Konan thanked the members of the COP for inviting her to attend the meeting. She stated that she first learned of the GU8 when she visited Inha University last spring and explained that their relationship with Inha has been longstanding and important. When she learned of the Consortium, she felt that it was a very strong connection with global universities across the world that share many common interests and common strengths with their university.

Chancellor Konan listed the strengths of the University of Hawai'i as follows:

- An Oceanic University since their location is one of the most remote in the world and sees them as the flagship university of the Pacific Basin for Pacific Oceania consisting of ten campuses.
- Multicultural with very strong ties to Asia and the Pacific due to immigration from many countries. It is something they are very proud of and an opportunity to participate in a global consortium that focused on the ocean and global connections presented itself as a tremendous opportunity and happy to speak about the University of Hawai'i at Mānoa.
- They are a land-grant college found in 1907 and have just begun their celebration of their centennial year. They are proud to be a very active land-grant, sea-grant, and space-grant college and take these three designations as the core of their mission with a student enrollment of over 20,000 and one-third are graduate students.
- They have 87 baccalaureate degree programs and 51 doctoral programs; a School of Hawai'ian and Asian Pacific Studies that is internationally esteemed; added a School of Hawai'ian Knowledge that focuses on perpetuating indigenous knowledge for the Hawai'ian culture and would be the largest indigenous knowledge program in the United States potentially in the world; and offer instruction in Asian Pacific languages and offer more instruction in languages than any other university in the United States.
- The School of Ocean and Earth Sciences focuses on understanding earth systems; the oceans; the hydrosphere and biosphere; atmospheric interaction, understanding the atmosphere, tropical and global weather dynamics. They are the first university to launch small satellites in the world and space exploration is important to them in exploring the Earth, Moon, Mars and beyond.

Professor Konan reviewed the slide presentation illustrating the types of research and involvement that the School of Ocean and Earth Sciences exercises as well as one of their major projects is the Aloha Cabled Ocean Observatory; developing a web site on Hawai'i Beach safety which is a community resource for the islands and provides good community data for coastal community beach areas.

Other distinguished schools, colleges and programs at the University are: the William F. Richardson School of Law; the John A. Burns School of Medicine; Institute for Biogenesis Research; Scheidler College of Business; and the Travel and Industry Management program along with a branch campus in collaboration with Temasek University in Singapore that offers a bachelor's of science degree focusing on transportation management. Professor Konan stated the University is ranked as 25th of public universities in federal research funding.

The Chancellor thanked the organizers of the conference, President Galap for hosting, Presidents Hong and Carothers and that it was an honor and privilege to attend the COP. As a member of the Consortium, the University of Hawai'i at Mānoa believes that they have much that they could contribute and learn. Members of the faculty see it as a tremendous opportunity and look forward to being involved in a serious way. She stated that perhaps with their growth as being more active members of the Consortium, the University might be able to host the Consortium at a future time.

University of Galati

President Viorel Minzu stated that it was an honor for him and the University and thanked the delegation for inviting him to participate in the COP. He reviewed the educational programs that are offered at the

University, international relations, international corporations and their motivation to become a member of the Consortium. President Minzu cited their location in the eastern part of Romania near the border of the Ukraine and the Moldavia Republic and cited the University's credentials as follows:

- University is a state-owned higher-education institution established in 1948 as a Naval Institute and was later developed into a polytechnical institute. In 1974, the Polytechnic Institute became the University of Galati and after 1990 the name changed to Lower Danube University
- There are 18,000 students enrolled with over 60 education programs. They have 16 faculties (mechanical engineering, naval architecture, electrical engineering and electronics, computer science, metallurgy and material science); faculties offered at Braila City (30 kilometers from Galati) is food science and engineering, science, letters and theology, history and philosophy, law, economic sciences, physical education and sport and cross-border faculty of humanities, economic and engineering sciences working in Cahul city situated in the Republic of Moldavia. They have over 20 master programs and are in a transition process as are other higher education institutions in Europe which are undergoing the Bologna process.
- The University also offers Ph.D. programs that consist of 480 doctoral students preparing for their thesis under the scientific guidance of 64 advisors. The research fields are: mechanical, industrial and electrical engineering; control systems; computer sciences, material science and engineering, chemistry and economics.

President Minzu stated that one of the main policies of the University is international relations and have become active in a large number of European programs and enjoy exchange of students in research and academic studies from all over the European Union also in masters and Ph.D. programs and explained that this was one of the reasons why they are seeking membership in the Consortium.

President Minzu thanked the delegation for the opportunity to attend the COP and to President Galap for hosting as well as their continued collaboration with the University of Le Havre.

University of Hull

Pro-Vice-Chancellor Barry Winn represented Professor and Vice-Chancellor David Drewry who sent his apologies due to another commitment and greetings to President Zhu from Xiamen for introducing the University of Hull to the Consortium.

Dr. Winn explained some facts regarding the University:

- They were founded in 1927 and are a medium sized University by UK standards with 20,000 students and about 2,000 international students from about 100 countries (that is students outside of the EU). Students within the EU are counted as home students. 40% of the international students are from China and many of the international students wish to study business, engineering and some key sciences.
- They have two campuses; the main campus is in Hull and a small campus in Scarborough with about 1500 students.
- There are six academic faculties with the appropriate accreditations within Europe. They are: arts and social science; science and the environment; business school; and health and social care; Institute for Learning; and Hull/York Medical School. They have world class research and still have a very strong chemistry department.
- The Wilberforce Institute at the University opened in 2005 hosts international conferences regarding human rights that have brought in several prime ministers and dignitaries including Desmond Tutu and this year is the bicentenary of the act of abolition in the UK.
- The city of Hull has a trade center which will be opening this year and the second in the UK and the University is a key partner in regeneration and will promote profile for the region. They continue to invest in the University's infrastructure and staff.

Dr. Winn thanked everyone for inviting the University of Hull to attend the COP and believe that there is much that could be done together. Dr. Winn explained that they are very strong in keeping in touch with

alumni of the University and working together they can use the alumni to promote their mission. The University of Hull believes that they would be a value to the Consortium and would like to participate in the long term.

N+i Network

Professor Jean-Pierre Trotignon explained that they were an international network of schools that are located in over 40 cities in France and cover all fields of engineering (energy, material science and technology, etc.) The main objective of the program is to train engineers with international ambitions and they must be indoctrinated in science and technology and must be fluent in English since it is the international language. Professor Trotignon reviewed the program at N+i Network as follows:

- Prepare engineers to communicate and adapt to a new changing world.
- They are comprised of 78 post-graduating schools, 7,000 post-graduates per year at the master level which means 30,000 students total in France representing over 250 research labs.
- The network has 50 agreements with top universities in Japan, Australia, China, South Korea including Inha. They also have strong links with companies since they are training engineers for corporations and they received \$1M€ from private French corporations to offer scholarships to foreign students coming to France.
- They offer two-year master degrees programs as well as Ph.D.'s and all the programs are in the Bologna Process.

Professor Trotignon distributed brochures and DVD's to the members of the COP to describe their programs.

Discussion:

President Carothers asked the members of the COP if they wished to ask the presenters any questions regarding their presentations. Members of the COP and the Secretary-General commended the presentations given by the Universities of Hawai'i and Hull; the relevancy of their programs with those of the GU8 (Marine Affairs); and questioned the presenters of their respective institutions intent and commitment to the GU8 to host future meetings (workshops, conferences and COP). The Chair thanked everyone for their remarks.

1.4 Status of GU8

Chairman Carothers introduced distinguished Secretary-General YT Chang to speak. The Chair expressed his appreciation to Dr. Chang for agreeing to continue in the roll through the 4th COP. He stated that he appointed a new secretary general, Dr. Judy Beckman, Professor of Accounting and Finance at URI but had made a previous commitment prior to accepting the position. Dr. Chang was very kind to agree to continue in this role. President Carothers also introduced Melissa McCarthy who will be the Assistant Secretariat. Cathy Sears, President's assistant, will also work with the Secretariat's Office.

Secretariat Report on the Status Quo of the GU8 Consortium

Secretary-General Chang thanked everyone for their friendship and stated that he always like to give a brief history of the Consortium to new participants but will be focusing only on the activities this past year. The major activities by committees will be further elaborated with the chairs. He stated his remarks will be about the future plans of the GU8 and an evaluation of the past and future.

Major Activities:

Dr. Chang stated that since the 3rd COP at the University of Rhode Island last September there were four activities:

1. A forum hosted at Inha University regarding Business Administration with the major deans from member Colleges of Business. A Memorandum of Understanding was signed to develop joint research and education programs and develop a Global MBA program.
2. In April, the University of Haifa hosted three important meetings; 3rd Joint Research Committee (the conclusion was reflected in the Haifa Resolution); 3rd Building Administrative Capacity Committee (BACC); and 2nd Library Workshop.
3. A two-day International Symposium about Advance Technology co-organized by the University of Le Havre and Inha University; and
4. The 4th Council of Presidents at the University of LeHavre.

Dr. Chang stated that there was a meeting the day prior to the COP, a small group of people including the chair of the JRC met, the Chair of the JRC will further elaborate. They elected the new chair of the JRC, Dr. Peter Alfonso, Vice President for Research and Economic Development. At the BACC meeting and second Library workshop, there was a little problem about leadership, other issues and the future path. At the conclusion of this committee meeting, the next JRC meeting will be held again in Le Havre in September. However, the 2009 BACC meeting will be held as a video conference. The 2010 Library meeting will be held at either Inha or Xiamen. Mr. Baruch Marzan, Vice President for Administration at the University of Haifa, was elected as the new chair for a term of one year until the next BACC meeting. He stated that there was a leadership loophole and the committee members will need to choose a new chair for the remaining period.

Historical Perspective

Secretary-General Chang stated that the Consortium's first phase is completed and are now starting the second phase with the strong leadership of the new Chair, Secretary-General and Assistant Secretary-General. Professor Chang mentioned the important figures of the GU8 members; Professor Ho Hong Shen who is the driving force to develop the Global Marine Affairs Program, URI, Inha and Xiamen Universities. He visited Inha to further discuss the details. Professor Kim, the initiator of the Business Administration Program after the forum at Inha visited other Colleges of Business except RMIT and made them sign the Memorandum of Understanding.

Professor Chang reiterated President Hong's earlier statement regarding the expanding the program with some new member universities. One example is President Hong's meeting with the President of Cairo University who although he committed to joining this COP was unable to attend because of an urgent matter which conflicted with his schedule and will probably attend next year's COP. The University of Hull was recommended by Xiamen University and the University of Washington. Professor Jess Browning from UW, has been attending as president designate, recommended Nelson Mandela University representing South Africa. Professor Chang was contacted by the Vice Chancellor.

Other Activities

Professor Chang cited other activities as follows;

- The flagship program of joint-education committee establishing the Masters of Global Logistics Management Program (MGLM) at Inha University. One of the major achievements of the Education Committee is the joint effort in developing this master level program.
- Professor Chang stated that among their member universities that seven professors have said who will teach this year, for example Professor Booi Kam of RMIT, Professor Mary Hamilton from URI, Professor Charles-Henri Fredouet of University of Le Havre, Professor Jess Browning from UW, Tom Grigalunas from URI, Chris Whittaker from RMIT.

Future Plan

Secretary-General Chang cited the proposed meeting and workshop schedule for the upcoming year. The Education Committee meeting will be held after the COP at RMIT University in November and

organizing a best practices in global logistics workshop. They are celebrating their 120th Anniversary this year. When they had a meeting in Hawai'i it ended with receiving good research grants. To us, Hawai'i means, something good happens. Next April, a global marine affairs workshop will be held at URI. Therefore as we heard from President Ben-Ze'ev, we welcome their involvement in sending your delegation to this workshop. In October of 2008, we are finalizing a Business Administration Conference based on the case studies of best practices. Also COP and International Conference with the theme of global cities and sustainability's will be held at RMIT. The dates will be confirmed. In 2009, Xiamen University will host Business modern innovation workshop.

Evaluation Recommendations and Challenges

Dr. Chang stated the major achievements are:

- Business administration beginning to have some force, particularly among the four partners and both Global Marine Affairs and the master's in global logistics management are developing rapidly along with more involvement with the University of Haifa.
- There is strong leadership and have been approached by many universities as new members as well as associate members.

Challenges

- Low level of participation in GU8 activities by Meiji University. This item will be on the agenda for the second day.
- Imbalance of exchange students. There is general agreement to exchanging 70 inbound/outbound students, actual implementation should be based on the bilateral agreement.
- Advertising GU8 activity is not enough to increase visibility.

There are two issues that may be delayed involving procedural matters.

President Carothers thanks YT Chang for his report and asked the delegation of anyone had any questions. None were brought forward.

1.5 Council of President's Report

Chairman Carothers addressed the presidents regarding the future of the Global U8 Consortium from his perspective and to talk about his vision for the next several years. He stated that when President Hong formed the Consortium he chose universities that had the commonality of location on the world's coastlines and commitment related to the world's oceans and he has been pleased to hear so many people make that point during the morning's meeting.

At the 2006 COP meeting, the president's affirmed four areas in which we would focus our work:

- Marine Affairs include the traditional work of the world's fisheries and oceanography but it also should include such areas as the law of the sea, port security as well as public policy around coastal development, archaeology particularly the program developing now in Haifa and our own program in undersea archaeology at the University of Rhode Island.
- Advanced Technologies can be explored and developed around those issues of the environment and the life sciences.
- Business Administration, which should include resource economics, can help us understand how we can bring the scientific and cultural ideas to the world marketplace. Dr. Alfonso, the chair of the Research Committee, will tell you later in their report we need to learn more about the commercialization of intellectual properties that are achieved on campus and where we might achieve joint intellectual properties.

- The focus on Global Logistics and Supply Chain Management is an area both very important in the growing world marketplace and it is a strength of our institutions.

The Chair stated that the three major committees, research, education and building administrative capacity and what they have been doing since our last meeting of the Council of Presidents will be presented later in the day. Areas that were cited essential work by the committees are: one or two areas in joint research; identifying best practices; conducting student faculty exchanges; putting together the first joint-degree programs; and building leadership training programs for the global economy. Other areas that need to be addressed in the coming year are: achieving greater visibility for the Global U8; better communications both within the member institutions and to the external public; look to expand the membership with partners in other areas of the world particularly in India, South Africa and Brazil; and develop a funding strategy for the Global U8 which will help finance the ordinary business of the Consortium, member travel and research and exchange program. The Chair stated putting together a special task force in this area to bring us ideas and strategies to achieve financial stability for the Consortium. He believed that if the Consortium is able to achieve the focus discussed it would be in a good position to take a major proposal to such sources as the World Bank, UNESCO and other organizations of that nature. He stated that the discussion items for the afternoon session are about organizational issues and how the committees are structured as well as how to strengthen and the performance of the membership.

1.5 Decision making on Approvals for new member universities

The Chair stated that there was an additional business item to address before adjourning the morning session for lunch and requested Secretary-General YT Chang to speak about the procedures of inviting new members into the Consortium.

Dr. Chang requested that the presidents discuss the formal procedure of inviting new potential members and decision making process. He presented two options: Option 1 – A consensus by all the Presidents before inviting potential members to the COP. Option 2 – Inviting a potential new member by the chair of the COP, then inviting and approving them by the COP.

The Chair, presidents and committee chairs discussed the options with Dr. Chang as well as the issue of associate memberships. President Carothers stated that they would take this issue up in the afternoon when the President's were together. He asked the presidents to assume without objection that the primary one (option 1) would be number one that previous notice but in exceptional circumstances we can go to number two.

The Chair thanked everyone for their participation during the morning session and adjourned until the afternoon.

Session II

2.0 Committee Reports

Dr. Peter Alfonso, Chair of the Joint Research Committee reported they had their 3rd Joint Research Committee meeting in Haifa in April, 2007 and summarized some of the discussion points at that meeting.

- Summary of the workshops that were held were discussed earlier by President Hong and former Secretary-General YT Chang.
- Planned workshops are as follows:
 - Best Practices in Global Logistics – Professor Park led a discussion group the afternoon prior to the COP and will have a follow up discussion in either Hawai'i or Seattle this upcoming January/February 2008. There will be a decision regarding this workshop. He

stated that there are a lot of strengths in this area with Inha, Haifa, Le Havre and URI in particular.

- A Marine Affairs Workshop is proposed for April 2008 at URI
- The 4th JRC will be held in Le Havre in September 2008.
- Conferences that were held in the past were discussed in the earlier session.
 - Upcoming Conferences planned are in Business Administration at Inha University in October 2008 and Xiamen University in October 2009.
- Examples of ongoing work were discussed earlier with President Hong and YT Chang and are listed in the conference book. A hard copy is available for anyone to review. Dr. Alfonso stated that the main point is that research, in particular, is going to take money and gave examples of the costs.
- At the 3rd JRC in Haifa, the Roadmap for the Future was developed which maps out the plans for the next five years. There are four focus areas: Advanced Technologies; Business Administration; Global Logistics; and Marine Affairs. He stated that there was major discussion about the importance of the four areas with the conclusion being that Marine Affairs, given that the GU8 was formed with primarily coastal institutions since we share the oceans in a very broad sense and Marine Affairs is the glue that links the eight institutions in the GU8 and this would be most attractive in seeking external funding either from the various governments or from the private sector. Other examples of Marine Affairs are: global climate changes, something that the port security fits in very well into the global logistics area and the Marine Affairs focus. The advanced technologies; biotechnology, information technology, nano technology; those technologies are on the oceans in some way and they are the technologies which we should give our primary focus.
- In order to gain support for collaborative research, the projects stemming from the Joint Research Conferences, more time needs to be spent discussing its importance to make our faculties aware of the GU8 and what it represents.
- Another issue is to explore additional partnerships, specifically government partnerships and industry. Dr. Alfonso explained that regional or state covenants have less money to support higher education and private industry doesn't have enough money to do their own R&D. He stated the need to focus on linking academic entities with private industry entities as well for the purposes of research.
- Dr. Alfonso stated that they are developing a culture of collaborative commercialization and made the following points: they can't be mandated, must be incentive based, find leverages that will more tightly couple research faculty people that have IP, intellectual property value. Include Institutional IP managers to the Joint Research Committee. The commercialization of our IP generated by our revenue is a complex thing to manage, these are specialists in these areas and believes that the Consortium should consider making them part of the Joint Research Committee. The big issue is since we are multinational and IP laws are different across the world, is that we need to wrestle with an international IP policy. Link existing and proposed institutional research and technology parks. In the United States it is very common now for institutions to build these parks in other places in the world since has visited one such park in India that offers the same purpose. Link regional and federal government strategic research and economic development research goals.
- Finally, fully support the idea that the ultimate goal of the GU8 Joint Research Committee is international economic development and commercialization.

Dr. Alfonso mentioned that they spoke about the Research Directory that's been underway for sometime. Melissa McCarthy has taken this job on herself and the web site was displayed, www.uri.edu/gu8rd for the Research Directory. Not everyone is involved yet and it would be very good to have every institution involved. The missing data list is as follows: RMIT, Le Havre, and Washington. He requested that those who were present to please push and send the data to Melissa McCarthy it would make the directory complete.

The president discussed several points from the Joint Research Committee Chair's report and the Chair stated that would like to come away from the COP with a definition of where the Consortium would focus their resources. The JRC Chair was asked to continue to examine the basic roadmap with other member universities and report back at the next COP.

2.1 Education Committee Report

Eveline Fallshaw, Chair of the Education Committee, reported that there hasn't been an Education Committee meeting since the last COP meeting because it had been delayed until November. However, she updated the COP on some the commitments that were made and what some of the Universities are presently doing since their last meeting.

The Committee Chair stated that in the Newport Declaration of September 2006, a number of items that were considered important and endorsed by the COP. Items included were the following: exploring further possibilities regarding student mobility; member universities considering the offering of scholarships to students of GU8 universities; encourage the member universities to facilitate faculty exchanges including staff spending their sabbatical leave; and more housekeeping matters such as, maintaining the website, developing a glossary of terms. Dr. Fallshaw stated that developing a glossary would be very beneficial for the Education Committee particularly when there is the discussion regarding terms that are can be very different among member universities. In terms of progress since the COP, the report that was distributed is very straightforward listing some activities from the GU8 members. Dr. Fallshaw stated that there are certainly an imbalance in student exchanges where there is a two-way street where so many students are sent free of charge and so many are also received. Dr. Fallshaw felt that this was an example of where the Education Committee could be more creative since there isn't the same demand for each of these student activities in each location and believe that they should think more broadly about this situation. She feels it is very important to maintain a live relationship in between meetings. She apologized that RMIT has not done the research database have not provided the information but in terms of the education committee despite several emails, they were unable to receive any information from 4 universities. She stated that it is quite hard to maintain the life of the GU8 Consortium and she feels that at times it would be very good to send an email directly to a point of contact to let them know that information has not been received from their university and ask them to follow up. Dr. Fallshaw stated a strong strategy and sense of direction hopefully from the COP that informs the Committee but also builds synergies with the Education Committee.

The Chair questioned Dr. Fallshaw regarding the exchange program and she explained to the Presidents the program now in place. There was further discussion regarding the imbalance and Secretary-General stated that when the program was designed there was expected to be an imbalance between the universities and those international offices. He further stated that those universities represented by the education committee, the people who work in the international offices are more concerned about the financial scheme. Professor Chang stated there are two good examples, however, other universities and, as Dr. Fallshaw reported, how many other bilateral agreements have been signed and there are some problems and the bilateral agreements must be signed first.

The Chair asked the presidents if there were any other questions for Eveline Fallshaw?

Dr. Fallshaw stated that the final recommendations for the Education Committee report were on the last page and that the committee would like some direction from the COP on how they could address the key issues regarding student movement articulation and confirming additional priorities and directions to focus upon and have a common theme.

There was discussion and agreement among the presidents regarding about a coordinator at each university. The Chair stated that an email should be sent out to each of the universities and ask for the name of that person so that we have that on record.

2.3 Building Administrative Capacity Committee

Mr. Tongwen Mao, former chair of the BACC, expressed his thanks to the Chancellors and Presidents who supported his work when he was chair of the BACC. The new chair was elected in April at the meeting held at the University of Haifa. Mr. Baruch Marzan was unable to attend the COP and Mr. Mao reported on the major issues of the 3rd BACC meeting were: 1) conduct staff exchange in the human resource area among the GU8 member universities; 2) exchange of students and faculty; 3) report of the building of the GU8 homepage information. Mr. Mao just found the information on the GU8 on the homepage of Inha University but stated he was unable to find it on the URI homepage; 4) the training of staff for administration among the GU8 member universities.

Mr. Mao stated that during the meeting of the 3rd BACC it was suggested that they hold a video conference in 2009 over the internet. Mr. Marzan was elected the chair of the BACC the other committee chairs are vice provosts and they elected a vice president of administration as the chair. The 3rd BACC agreed on the agenda for the 4th meeting. Items to be discussed are: strategic systems to improve administrative performance; implement management accounting; and implement internet purchasing.

Mr. Mao stated the pending issues were that the new chair has agreed to serve only one year so there will be a vacancy for the remaining two years but was confident that they would elect a new chair. Attendance of BACC members should be emphasized because the Library Committee is a part of the BACC so it is difficult to send two members in attendance to the committee meeting and wants to discuss combining the Library Committee with the BACC.

At the 3rd BACC meeting, a workshop on Library matters was also held. All members at the meeting showed an interest in library ad hoc acquisition consortia. The next development of open access publication by GU8 was suggested and the third would be exchange of an interlibrary loan agreement be signed.

Dr. Hong thanked the Chair and Mr. Mao for his presentation and discussed the difficulties facing this committee and offered two options. 1. To continue the BACC committee, or 2. Incorporate into the Education Committee or Research Committee. He stated that it would be more cost efficient. All administrative functions relates to education, relates to research so in his mind from now on this committee should be incorporated to the education function.

Dr. Carothers questioned whether there was any further discussion regarding Dr. Hong's proposal. It was agreed. President Ben-Ze'ev stated that Dr. Hong was suggesting to put the three items of BACC into the Education Committee. Dr. Hong stated that sharing visions and strategies can be divided into two. If correctly speaking so relating to educational visions and educational strategies to be dealt with the Education Committee, and research visions and research strategies to be dealt at Research Committee.

The Chair stated that hearing no objections to the proposed structure some time should be allotted to write the new mission statement for the committee. He stated that Eveline has pointed out that her term as chair comes to an end at that point of time would like to keep her in the position if she is willing to stay while going through the transition.

The Chair stated that the committee reports were completed and the discussion would continue with the members on the decision of improving new members. He requested that those who were not Presidents or their representatives to please be excused.

2.3 Discussion on Committee's Major Issues

The Chair stated that the COP heard the presentations by four groups and believe that only the University of Hawai'i has made the formal application. Dr. Chang stated that he spoke with Dr. Barry Winn from the University of Hull about whether a decision should be made by the COP regarding their membership. Dr. Winn informed Dr. Chang that his Vice-Chancellor would very much like the COP to make a

decision. Dr. Chang stated that he asked Dr. Winn what commitment could be offered to the COP and was informed that they could offer \$150,000 seed money, can host the COP and they could also host an international conference which shows a very strong commitment.

The item before the COP was the approval of the University of Hawai'i. President Hong supported the University of Hawai'i to join the Consortium. He stated that Inha University contacted the University of Hawai'i from the beginning and explained that they have a special relationship with the school. Dr. Hong stated that this year the University of Hawai'i was celebrating their centennial anniversary. Second, they are very strong in the four focused special fields (marine affairs, logistics, advanced technologies, sea, land and space grant and business administration) not stronger than the University of Washington but at same point they have good strengths in international studies/marketing. However, I have some small bit of doubt that if the Chancellor changes from this Konan to other person in the beginning of July we ought to be concerned about the positional gain to join our Consortium. That is a relatively small concern, however, he met the former president of the University of Hawai'i, Dr. MacLaine, and he confirmed his support for the Consortium. Finally, he stated that there is a strong willingness to contribute to host COP and an international conference.

Dr. Ben-Ze'ev stated he was quite impressed by the achievement of the fields in which the University was working and agree they are very related with what the Consortium was doing. He indicated that it could be a natural addition and a very good one.

President Zhu Chongshi also agreed to accept the University of Hawai'i as a new member and stated additional comments regarding the University of Hull. There has been long history of cooperation between Xiamen and the University of Hull and feel that they show a big interest in international cooperation. He stated that he has visited the University, met the Vice-Chancellor and they presented wonderful presentations. He stated that the University has a common background and also common contributions and academics with the GU8. There is also a very large seaport in the city and is very a large in exports and imports for the United Kingdom. He believes that marine affairs and global logistics, academic affairs would be beneficial contribution to the GU8. Also he thinks that the University of Hull would show a big interest in building relations with the GU8. He believes that they would be a good member.

Dr. Marc Hershman stated that he believes that growing the number of universities in the GU8 is important and that there was a comment in one of the reports about trying to get representation from the southern hemisphere. He further questioned whether there would be incentives to get enough participants to join committees as well as promote faculty interest. President Carothers stated that it's how you present it and it will then bring in the faculty interest. President Camille Galap, University of Le Havre, stated that before he agreed to participate in the GU8, it was placed under international programs. They have conditions that there were to be two or three universities of Europe and it is a good idea to incorporate this university.

Professor Brian Corbitt, RMIT, agreed with the membership of both the Universities of Hawai'i and Hull and believes that they would be a perfect fit for what the GU8 is about. He wondered if it would be worth considering to be proactive with a university in Brazil and he was also thinking about the other major trading part of the southern hemisphere, the other two major trading parts of the southern hemisphere, Africa and also New Zealand where similar sorts of structures may do very well. There was further discussion relating to the selection of another university in New Zealand.

President Carothers questioned President Zhu whether they have a particular university in South Africa. President Zhu stated no and President Carothers questioned the COP if they had a nominee from South Africa. There was discussion as to who gave the recommendation for Nelson Mandela University in South Africa as a possible member of the GU8. President Galap stated that they have a relationship with a university in Brazil, Port Aliza.

President Hong stated that the COP discussed the number of members in the Consortium several times. He questioned how many member universities would be desirable? After some discussion already done, around 11 would be most desirable. He stated from the beginning the structure would be three universities from the United States, one from east coast, one from west coast, and in the central Pacific, University of Hawai'i. Geographic distribution is equitable and we imagine two universities from Europe. Dr. Hong stated that if two more universities were added it would total 10 universities and one university remaining should be from Africa or South America. President Hong stated that they are expecting, pessimistically or optimistically, one or two universities would be dropped.

The Chair stated that they also wanted to spend time looking at some other options. When we narrow the other names, they will be circulated to everyone for their consideration. He stated that they will speak about Meiji University at Friday's meeting and the procedure in the by laws on how to manage the situation. It seems to him that we will likely have that vacancy to deal with. He questioned the members if there was anything else that should be done before adjournment.

Dr. Chang wanted to clarify the purpose for the Le Havre Declaration as well as Annex III of the Agreement, which is the legal document, the Protocol to the Accession of new members to the GU8. He confirmed that there is a consensus agreement to the University of Hawai'i and University of Hull.

President Carothers questioned the COP members whether or not they agree to the adoption of the above mentioned universities as full members.

President Carothers stated that he would like to take a vote on the motion that the University of Hawai'i at Mānoa and the University of Hull as full members of the Global U8 Consortium. There was a unanimous vocal vote and it is so recorded.

President Hong wished to comment as well as President Camille Galap. President Galap asked about the University of Galati and their status of associate member is adopted or not. President Hong responded relating to associate membership. There was a discussion at a meeting on the preceding afternoon and for the time being it is not necessary for the Consortium to keep an associate membership but, in the case of Galati University or other universities recommended by our member universities, they could participate in our international conference in October or the COP meeting.

President Carothers questioned if we could ask them to continue in observer status and make full application for the 2008 Council of President's meeting since there was no formal application from Galati. There was discussion among the Presidents regarding the application and how to handle additional applications.

Meeting adjourned at 4:20 p.m.

Friday, June 29, 2007, Day 2
University of Le Havre

3.1 GU8 Future Activities

Secretary-General YT Chang stated that if any one member is not signing declaration for one year, there will be warning signs for that inactive university and after that for 6 months. This is an automatic signal of withdrawal. Those presidents who do not attend COP 2 or 3 times. He requested the presidents to refer to page 63 of the COP book, the Newport Declaration.

Dr. Chang stated that the Agreement of last COP is not sufficient in terms of comment by university and therefore should be discussed. President or alternate can participate for COP from past record. Some universities send an alternate all the time and that causes problems and there is a need to revise or resolve the problem that is why there should be six months notification revising this agenda.

The Chair addressed the COP regarding the status of Meiji University. He stated that they have not been at any noted meeting for the year and in September, he would write to Meiji regarding lack of attendance and indicate clause of the by laws. The President of Meiji must send a representative to attend the Education Meeting at RMIT. If no one attends, it is an automatic withdrawal. The Chair asked the presidents if there was any discussion or concerns.

Dr. Seoung-Yong Hong stated that he made a brief attempt to contact them and sent many formal letters and papers through email. In some cases, they responded indicating and in some cases they visit directly and no action. In their case, we should. It is very important for us to consider.

Professor Chang stated that it is important to allow updates by attendance by all GU8 members. The COP showed part RMIT & UW and need to pay attention to this aspect and second committee meeting various types of attendance, try workshop and conferences. In page 56 of COP book, the graph of past attendance gives a clear picture in the future so we strong tie relationship and we need strong commitment by delegations to official GU8 activities.

Professor Mark Hershman questioned if there was a proposal of status of partial role and sited page 64 withdrawal of universities as president personally present. Dr. Chang sited the Agreement of the Consortium, page 107, Article 3, Structure and stated that he would like the presidents to discuss to consider this especially or leave it as is.

Professor Corbitt sited the Vice-Chancellor at this time and referred to page 110, Signatures. Things happen as president (he further cited Margaret Gardner). He explained further that Australian Universities are state universities and the ministries can order chancellors to visit somewhere and in this case, the principal officer's organization that Vice-Chancellors and presidents and meet regularly.

The Chair requested if there were any other views. Professor Hershman stated that in four years, they have changed presidents at the University of Washington. He indicated that there should be some guideline about the frequency of the presidents at the meetings or host the meeting or some guidelines at that time.

Chairman Carothers stated that one of the challenges of any president's organization, presidents change and we will continue to deal with this issue.

President Galap stated that it is international politics. He stated that President Rufini began cooperation with the GU8, he was a part of this and he continued to integrate to work a lot with GU8. Dr. Carothers stated that it was a good point and it should be put in a strategic plan. He asked if there were any other opinions about alternates.

President Ben-Ze'ev stated it is structure changing of the schedules. First, the meeting date of COP should be made very early in advance and may make one want to attend every meeting of presidents.

Brian Corbitt of RMIT stated this is about attending every other year.

Secretary Chang requested clarification of the points of discussion. There are 2 points: Where we need to change arrangement explanation of Article 3; and frequency. Frequency should be at least every other year which means every two years you should show at least once. Chairman Carothers stated that it should be put in the language.

Secretary Chang stated that in preparing the declaration, it is his understanding our GU8 focus; one is Marine Affairs and Global Logistics and how it is to be handled. Will it be letter by chairs or the chairs of the committees?

There was discussion regarding global logistics and security; government interest; international funding; workshop planning; research directory; an e-newsletter and research monies. There was further discussion regarding the Research Directory and promotion of GU8 Research Activities. Dr. Hong stated that:

- information and sharing information is very important and there was a need to open such communication, an e-newsletter, to deal with education function or research function or some action of BACC. Each member university should report their communications to e-newsletter. He reiterated his request for the Research Chair to finalize the research directory within the end of this year and organize an international workshop or conference.
- redesign and check the website and e-newsletter to share all activities along with GU8 Consortium. He further stated that each president would like to know GU8 Consortium, he/she can check the website.

Chairman Carothers requested Melissa McCarthy to give an update to where we are with the directory. Ms. McCarthy demonstrated the webpage that has been developed by URI and navigated them through the categories and the homepage. President Carothers discussed the weaknesses since there were so many different departments and names. He stated we should try to consolidate down to the four areas.

President Ben-Ze'ev stated that we should encourage all types of incorporation but not eliminate items. He also suggested going outside as a Consortium.

President Carothers stated that there was some work to do and need to get those who are not in the data base. He questioned whether it made sense to have the Research Office of each institution or someone on the campuses who are interested. There was further discussion regarding the Research Directory, the lack of responses from email and how often the directory should be updated. Members of the COP stated once a year suggesting that an automatic email should be sent.

President Carothers stated that there are people interested on bilateral basis and we need to put together as much publicity as possible for these people. He questioned whether anyone else had thoughts about raising visibility?

Dr. Alfonso stated he would look to see if more frequent reports on designated purchases and add these to the Research Directory. He suggested having regular updated status reports of these things and refer to the website to look for ongoing projects. Dr. Hong indicated his proposal to fundraise \$1M or more if possible. There was further discussion regarding that each university donate \$150,000 each for our research activities. A suggestion was raised to have a pledge from institutions to commit support of that amount for a period of time.

There was discussion regarding the agreement that a \$150,000 donation should include in-kind match. France and Korea is introducing this system. Some money has been donated by each university and is spending some money related to joint research or work as chair proposes to GU8. Dr. Chang stated that the University of Hull was committed to donate \$150,000 and he suggested that it be put into the GU8 Research Foundation and then we can think of some kind of willingness by each regulation of each university.

Brian Corbitt urged action since nothing has been proposed in writing. He indicated he would love to agree but cannot agree to donate \$150,000 without a legal document in writing. Chairman Carothers stated that a proposal be put together to create a foundation. Each member of each university spent more than \$150,000 so far in building to where it is. Asking new members to donate \$150,000 is also a sign of commitment. It is a part of what we have already contributed.

There was further discussion among the presidents regarding the proposal, how universities spend money. President Carothers requested that a proposal be worked on. President Ben-Ze'ev questioned whether the Vice President for Research be responsible for the committee and should upgrade the research level.

President Carothers stated that they were talking about education and exchange too. President Zhu stated that it was a good idea for a research park and agreed with the President's proposal of money in a Foundation. They would need to make a special account on campus out of \$150,000 about \$1M. They could set up a special account to separate research for GU8. He stated it is easy for many but to transport money outside of China is more difficult. President Zhu stated further that it is very important to make a proposal on how to make money.

President Carothers stated that they would take this all into account. The Chair continued the discussion regarding fundraising and the submission of a major proposal for funding to the World Bank. President Hong had requested to the Chair and Secretary-General adjust the agenda for further discussion on this topic to the morning session. Documents were distributed to each member university and they should send through their own special position on the matter.

Secretary-General YT Chang addressed the Council members regarding the declaration and stated that an ad hoc group for fundraising be appointed in preparing for research proposal. The discussion continued regarding the merger of the BACC and JRC. Chairman Carothers stated that it should be the Education Committee. He indicated that all the universities had international affairs involved in exchange and it should be part of the Education Committee.

Eveline Fallshaw, Education Committee Chair, indicated that this had been discussed before in asking the member universities to decide who the most appropriate person it would be who attends the meetings and that would mean that the agendas are sent out in advance. She stated that a three month notice would be appropriate for forward planning and it would be best left to the contributing universities. Chairperson Carothers asked the members if they understood the research study. Peter Alfonso, JRC Chair suggested that consideration should be made regarding the role of the foundation in the fundraising aspect as well. President Galap stated that in several committees, it is important for professors and researchers of each of the member universities to support the GU8 and put visibility on the courses. He indicated that there must be a definition or precedent in each area. There was further discussion regarding the topic.

Dr. Chang asked the COP members whether they agreed that the research committee member should be the Vice President of Research if it fits at most of the universities. There was unanimous agreement

Eveline Fallshaw questioned that changing BACC to the Education Committee and change level of each university, how would they discuss and do strategic and academic planning. She continued on how they would do strategic planning and academic planning. If they were to discuss strategic planning, do we put in different people? The discussion continued regarding the different committees and their structure. The committees should report to the chair and every chair should know about all activities; their individual functions; and legal capacity. The research committee should have workshops and report all kinds of information within their capacity to the chair or the Secretary-General to make it more efficient and more productive in communication. Discussion continued regarding where the various activities would fit. Chairman Carothers stated that more marketing presence and publicity regarding the various activities that are presently taking place.

President Carothers raised the question regarding scholarships and the policy. He stated that we are not recognizing the 70 students a year. Eveline Fallshaw stated that all scholarships and exchange arrangements are among the member universities. There were difficulties with turnover and some members report and some don't. She further stated that each members terminology and general policies should be put together and posted on the web for reference. There are questions whether the student exchanges are for a semester or for a year. The discussion continued regarding public relations and student exchanges. President Hong stated that if there were another international conference suggested the use of advertising, a special booth about the GU8 both inside and outside of the buildings. Brian Corbitt stated that when the next COP is held in Melbourne there will not be any students at RMIT during that time.

Secretary-General Chang questioned how the announcement will be made regarding the two new members since they needed to be briefed on the decisions that were made. He questioned whether the announcement should be made as part of the Declaration. Chairperson Carothers stated that a press release should be made regarding the two new members joining the GU8 stating the facts regarding the universities. He questioned whether there should be anything stated regarding the other applicants. There was further discussion regarding notification of the other applicants specifically the president of the University of Galati. President Galap stated that the University of Galati was invited by the University of Le Havre and that he was anxious regarding the final decision making process. He suggested that he be informed of the decision at the luncheon following the morning sessions. President Galap stated that the partnering decision was important but should the University of Galati be considered as an observer not a full member. Secretary-General Chang stated that the conclusions were made that the Consortium was not introducing associate member or observer status. The discussion continued with President Hong stating that only two universities were invited and Galati as an observer. President Galap stated that a paper could be done thanking for the president of the University of Galati for their interest and consider their application in 2008, next year.

Professor Christian Nikita of the University of Le Havre addressed the member presidents stating that he understood their position and relationship proposal. He questioned whether it was a possibility in the Declaration inviting the University of Galati to exchange professors and students. Secretary-General Chang cited that according to the Consortium's Agreement that other than official council members that only comments made be made when invited to express an opinion.

President Hong stated that during the presentation made by the University of Galati regarding their activities and interest in the GU8, no mention was made to join as a regular member. He stated that the president would like to establish a relationship with members of the Consortium and questioned whether he would be coming back to the COP. He further stated that being rejected is not good news for that university and staff.

President Hong indicated that there needs to be some sort of publicity regarding the GU8 Consortium whether it was a booklet or a DVD. Chairperson Carothers stated that further discussion will be at the next meeting.

4.0 Future Activities – Fixing Dates and Hosts

Chairman Carothers resumed the meeting and wanted to assure the agreements were signed and ceremonial photographs were taken prior to the 2:30 departure of the representative from the University of Hull. Agenda items remaining were: fix the date for the 5th COP to be held at RMIT and talk about the institution that will host the 6th COP.

Brian Corbitt addressed the members indicating two sets of dates so the presidents would be able to choose from. The most obvious time is July, the same time in 2008 as it is at the University of Le Havre. The dates were July 6, 7 and 8 and he indicated that Melbourne in July is an interesting place culturally (Australian Opera, Ballet and Football) and all the Australian sports that they are involved with but the weather is miserable but never cold and wet. The other alternative date is the third week of September. After referring to the calendar, the dates would be September 24, 25 and 26 but stated that either of those two sets of dates would be fine. After conferring with staff members and their university calendars, there were some events at the respective institutions that were occurring. One of the events was the Joint Research Committee meeting for September 22nd and 23rd. Secretary-General Chang stated that with the cooperation of the University of Le Havre another date could be chosen for an earlier timeframe to hold the JRC meeting since the results of the JRC should be reported to the COP. After further discussion, Dr. Corbitt stated that the dates at the end of September would be the most obvious time. Professor Hershman stated that in the case of the University of Washington it is the first week of classes and usually the time when there are all the retreats of faculties, orientations and other items so it would affect upper administration people or not, he was not sure but felt that it would.

Chairperson Carothers requested responses from other members. Dr. Chang questioned the dates and if an international conference would be held on the first date. Dr. Corbitt stated that whether an international conference would be held is still to be decided and is an issue that needs to be dealt with others at the university. He further stated that in order to have an international conference, they would need 12-15 months to organize one due to Australia's remote location. Mark Hershman referred to the discussion about an international conference and the need to focus and to get activities to build upon one another, so as a theme for a potential conference develops more things could be linked on as a result of the JRC would be ideal. Either the idea of global logistics or perhaps something related to Marine Affairs.

Ms. McCarthy stated that the dates she has noted is that the COP will be held September 24th, 25th and 26th, 2008 possibly in conjunction with the global cities and sustainability, security and logistics conference. Possibly there will be a conference titled global cities and sustainability and tied in with security and logistics that were discussed earlier.

Chairman Carothers stated that it would be settled and to proceed with the host institution for the 6th COP. He indicated that they spoke about Washington and indicated that they would have the first refusal on this but he also stated Hawai'i and Hull have also volunteered. Professor Hershman stated that he would work the system as quickly as he could to get an answer but he couldn't predict it at that time. He thought it would be within a month or two so planning could be done. Chairperson Carothers stated that he would like to give Washington the right to explore this by the first of September and then if they were unable to do it at that time, we'll turn to Hawai'i and to Hull to look to those two options as well. He requested if everyone was in agreement.

The Chair requested to begin looking at the Le Havre Declaration, June 29, 2007. Melissa McCarthy read the articles of the declaration to the members of the COP. There was discussion, additions and changes made to clarify some of the articles prior to its adoption. (See Le Havre Declaration) Denise Eby Konan of the University of Hawai'i at Mānoa thanked the members of the COP for the invitation to join the Consortium and stated that the University commits to be an active member as well as its faculty and administration and be a beneficial member to the Consortium to provide expertise, collaboration with other universities in areas where they have strengths. Barry Winn of the University of Hull thanked the members of the Consortium on behalf of their Vice-Chancellor David Drewry for their invitation to join. Pro-Vice-Chancellor Winn also expressed his thanks to President Zhu for their introduction and recommendation to the Consortium. He stated that they look forward to being a valued partner in both research and teaching in the coming years.

The Chair queried whether all members signed the final agreement and if there was any additional business to be discussed prior to adjourning. President Galap thanked the members for their participation in the 4th COP and the Symposium at the University of Le Havre. He stated that it was very important to have the representation of the presidents and hoped that everyone enjoys their stay in Le Havre. Chairman Carothers expressed the thanks of the COP to the University of Le Havre for hosting the meeting. A press conference would be held following the adjournment of the COP. The declaration was signed by Presidents Galap and Carothers for the cameras. President Galap announced that an article regarding the GU8 would be sent to a national donor. The presidents were interviewed by reporters regarding the accomplishments of the COP and the GU8.

The 4th Council of Presidents meeting at the University of Le Havre adjourned at 2:30 p.m. June 29, 2008

Minutes prepared by:
Catherine J. Sears