

**Minutes of 1<sup>st</sup> Meeting of the Global U7 Consortium's  
Building Administrative Capacity Committee  
Xiamen University, China  
March 14-16, 2005**

Attendees: Dr. Seoung-Yong Hong (Inha University), Dr. Seog-Yon Cho (Inha University), Dr. Sungsook Kim (Inha University), Dr. Chang Keun Kim (Inha University), Ms Ja-Kyung Kim (Inha University), & Ms Yu-Kyung Jeong (Inha University), Dr. Jess Browning (University of Washington), Ms Sue Jellett (RMIT University), Dr. Bahram Nassersharif (University of Rhode Island), Dr. Cristian Nichita (University of Le Havre), Dr. Qingshan Jiang (Xiamen University), Mr. Xiao Dehong, & Mr Mao Tongwen (Xiamen University), & Mr Baruch Marzan (University of Haifa).

Rapporteur: Dr. Kyoo-Man Ha (Inha University)

**March 14 (Monday)**

**Introduction on Administration & Library of U7 Institutions in room 16-3**

Presented by Mr Xiao Dehong & Mr Mao Tongwen (Xiamen University)

- Xiamen University was founded in 1921 by Tan Kan Kee, the well-known overseas Chinese leader honored by Mao Zedong. It was the first university in the history of modern Chinese education to be founded by an overseas Chinese. At present it is the only key comprehensive university directly affiliated with the Education Ministry in any of the five special economic zones, and it is one of the higher-level universities designated for the cross-century key construction.
- Mr Dehong & Mr Tongwen emphasized the organizational structure in Xiamen University. The university has two positions, such as the party secretary and the president of university, under the power of standing committee of university council. There are seven vice presidents under the president of university to include vice president admission, vice president assets & logistics, vice president research, vice president construction, vice president academic, vice president financial, & vice president foreign affairs & personnel management.

Presented by Dr. Bahram Nassersharif (University of Rhode Island)

- The university was chartered as the state's agricultural school in 1888. The Oliver Watson farm was purchased as a site for the school, and the old farmhouse, now restored, still stands on the campus. The University is the principal public research and graduate institution in the State of Rhode Island with responsibilities for expanding knowledge, for transmitting it, and for fostering its application. To fulfill its special obligations to the State of Rhode Island, the university cooperates in offering programs with other Rhode Island institutions of higher education, public and private. Aspiring to have a quality and extent of influence beyond the state, with breadth of vision and boldness of approach, the university strives for excellence for Rhode Island and for the country.

Presented by Dr. Cristian Nichita (University of Le Havre)

- University of Le Havre is directed by a president elected for 5 years. The UFR (unit of formation and research) are directed by a director elected for 4 years and institutes are directed by a director elected for 5 years. The university also includes research 11 laboratories. The university is composed also of general and common services.
- The new president is Dr. Camille Galap. He was vice president of Studies and University Life Council.
- The Administration Council of the university makes all the great decisions concerning the operation and the development of the university.
- The budget of university in 2005 is 42.7 million euros of which wage bill on State budget 25.2 million euros.
- The university 800 permanent personnel, 460 teachers-researchers and teachers, 340 engineers, administrative, technicians, and workmen, etc.

Presented by Ms Sue Jellett (RMIT University)

- RMIT University is a large dual sector institution of 60,000 students offering programs from preparatory and vocational certificates through to undergraduate and post-graduate awards. The university began as the Working Men's College in Latrobe St, Melbourne in 1887 and has also been known by a number of other names over the years. RMIT has campuses in Melbourne and regional Victoria, Vietnam, and students who study online, by distance education, and at partner institutions throughout the world. The University is governed by a Council consisting of government and university appointed members. The Chancellery provides executive management to the University and core the organizational structures are portfolios and schools. There are three academic portfolios: Business, Design and the Social Context and Science Engineering and Technology. As a result of changes in higher education through government legislation and increasing global competition, the University positions itself as an innovative educational and research institution, with strong alignment with industry and professional requirements and a provider of administrative services that are student-centred, accessible and cost effective. The RMIT University Library models this approach ensuring that the Library structures are invisible to the student accessing its services.

Presented by Mr Baruch Marzan (University of Haifa)

- University has many peculiar characteristics in terms of statistic data. Build-up area is 180,000 square meter, and its yearly budget is \$140 million. The number of salaried employees is 4,500, while the one of universities administrative is 35. Also, the number of degree students is 16,500, the one of faculties is 6. The number of departments is 51, when the number of research institutes/centers is 46. The number of academic chairs is 14.
- The exact sources of university income in 2005 are followings; government is 50%, revenue from students is 34%, donations are 2%, yields from funds & financing are 7%, miscellaneous income is 3%, and other income is 4%.

Presented by Dr. Jess Browning (University of Washington)

- The University of Washington was founded in 1861. It is a public research university, with campuses in Seattle, Tacoma, and Bothell. Its size is 693 acres with 218 buildings on its north-central Seattle campus. A ten-member board of regents, appointed by the Washington State Governor, governs the University. Its President, Dr. Mark Emmert, presides over both the University's academic affairs and business affairs. The Provost along with Vice Provosts leads the academic units and the business units are supervised by Vice Presidents. The University currently has 3,360 instructional or teaching faculties and a combined total of 23,462 faculty and administrative staff. The enrollment for autumn 2003 was 42,757 students with 39,136 on the Seattle campus. Of those 30,921 students were undergraduate and 11,836 were graduate and professional students. There are an additional 26,444 students receiving various types of extension instruction. The 2004-2005 annual tuition and fees for resident undergraduate students is \$5,286 and \$17,916 for nonresident students.

Presented by Dr. Seog-Yon Cho (Inha University)

- Inha has been built not just out of bricks and mortar but on three main ideals- development of character, search for truth, and service to society. After 50 years of dynamic growth, the university tradition is still one of sustained innovation. Inha university offers a wide range of faculties, across 10 colleges with more than 50 major fields, along with 7 graduate schools. In the 21<sup>st</sup> century, Inha university is a leading university of the Pacific-Rim, with a firmly established center of learning, and a research environment secured by advanced technology alongside state of the art educational infrastructure. Such infrastructure equips Inha's 20,000 national and international students to become international leaders, and allows the 650 foreign and Korean national faculty members to develop ground-breaking research. As a result, Inha university is recognized as one of the best universities in Korea.

### **Session I: Exchange of Library Information in room 16-3**

Chaired by Dr. Chang Keun Kim (Inha University)

- Document Delivery Service
- Exchange of Publications
- Librarian Exchange
- Etc.

Presented by Dr. Chang Keun Kim (Inha University)

- Dr. Kim suggested many things for document delivery service: setting up a standardized format of library collection statistics, building up a standardized environment for document transmission with Ariel document transmission software, designating some librarians to take responsibility of document delivery service system, Agreeing to reply promptly to request and questions each other, etc.

- He continued to suggest several things for exchange of publications: Designating certain librarian to coordinate the exchange, exchanging all books published by each GU7 university, adopting a regular shipment method, etc.
- For librarian exchange, he suggested exchange visit to member libraries to explore further ways of cooperation, the scopes and mechanism for fund corresponding to those of the administrative staff exchange and training, etc.

Discussed by all the participants

- The library in the university of Haifa is one of the university's main infra-structure for research and teaching. It serves close to 100 programs in six faculties. There is a single central library in the campus with one budget and one building. Library resources are organized on open shelves. The library is open to the community at large but some of the services are given only to the university community. All resources are accessible via the computerized catalog. The library is a hybrid and includes many electronic resources. The library has 64 positions. Most of them are librarians with MLS. Acquisition budget for 2005 is \$3,500,000.
- Xiamen University has mainly library and branch library. In particular, there are five branch library such as economic & management library, humanity library, law library, dormitory district library, and Zhangzhou campus library. Library has more than 200 staffs, and 25% of them have LS degree. The library has 2.83 million items of printed collection in 2004. Based on CALIS, the library has cooperated with Inha University. The library also has the membership of OCLC , developing publication exchange programs. For digital library projects, the library develops internet information gathering and depository system, internet academic resource navigating system, etc.

\* Agreement:

- For document delivery service among U7 institutions, each university is encouraged to install Ariel software in its library system, which may take \$1,000. Document deliver service among related parties may not work very well without it.
- Each U7 member institution consider at the first workshop for librarians the sending its publications for the last 7 years in the four designated areas of the U7 global logistics, business administration, marine affairs, and advanced technology to the others. After that, they will consider expansion of the publications into the other academic areas.
- With the cooperation of U7 member institutions, a workshop on library information will be held before the end of this year. Its specific topics are the increase of exchange of publication, the presentation of specific operations and management on library management, the efficient exchange of electronic multimedia materials, etc. This workshop will be held at the university has the department of library & information science.
- For sharing library information among U7 member institutions, it is necessary for university authorities to engage their librarians to get involved in this matter, mainly because it is related to copyright or other serious matters. Every member institution should inform designated librarian to U7 Secretariat.

- Exchange of librarians among U7 member institutions includes their tours to other libraries.

## **Session II: Improving Administrative Process**

Chaired by Dr. Jess Browning (University of Washington)

### **- Group 1. Long-term Strategy Formulation, University Promotion, and Fund Raising**

Presented by Dr. Qingshan Jiang (Xiamen University)

- The objective of establishing an e-administration system in Xiamen university is to build a state of art administrative environment, integrate digital teaching, researching, and living, expedite the information flow, and find a strategic move to an e-campus.

Presented by Dr. Bahram Nassersharif (University of Rhode Island)

- URI is a sort of traditionally agricultural college.
- URI has received a big money from the state government of Rhode Island. Yet, many regulations from the government have restricted the direction of university policy. That is why URI has recently relied on diverse sources of fund as well as the state government fund.

Presented by Ms Sue Jellett (RMIT University)

- RMIT is currently in the process of reformulating its strategic vision, however there is a consistent focus on innovative and cost effective delivery of quality programs, research and services, on global and regional partnerships and on diversity.
- RMIT places significance on the students' experience with the student at the centre of all activities. Also, there is an emphasis on the maintenance of a lifelong relationship with graduated students. Universities have changed from government-funded institutions to government supported. The majority of RMIT's funding comes from its global business activities, local and international student fees, competitive grants for research and projects etc.

Presented by by Dr. Cristian Nichita (University of Le Havre)

- Every year, the University of Le Havre welcomes hundreds of foreign students, i.e. about 12% of the total number of students. Intensive teaching in the French language and civilization are provided for them in order to favour their integration.
- The University of Le Havre contributes to diversifying the scope of regional education with its partners from the Normandy University Partnership (Pôle Universitaire Normand), comprising the Universities of Caen and Rouen, the Engineering Institutes of Caen (ENSI) and Rouen (INSA) and the two IUFMs (Teacher Training Colleges) of Normandy. The PUN goals: to promote the courses provided in each institution; to implement joint projects; to develop new international exchanges.
- The University of Le Havre has chosen to develop the teaching of languages in all courses without any exception, including the teaching of the least studied languages in French schools and universities, such

as Asian languages. Today, twelve foreign languages, among which six Asian ones, are available at the university.

Presented by Mr Baruch Marzan (University of Haifa)

- For long term strategy, the university emphasizes academic excellence, economic viability, and social responsibility.
- The principles of fundraising are business-like attitude, establishing infrastructure, professional fundraisers, positive campaign, and focus on the U.S.
- Haifa university has developed advanced technologies in management and teaching.

Presented by Dr. Jess Browning (University of Washington)

- In the formulation of long-term strategy, the President's office plays a key role in its development. Examples include the following: 1) Tools for Transformation which allows a programmatic change that enables departments and programs to respond to new challenges and remove impediments to change, in order to achieve institutional and unit goals; 2) University Initiatives Fund (UIF). This is a mechanism for reallocating University resources to fund innovative new programs. Funding comes from one percent assessments on all University operating budgets; another example 3) is the Advanced Technology Initiative (ATI). In addition to these programs and initiatives there a list of task forces and committees created by the Provost or the President to help them in their decision-making processes.
- For promotion, the University does many things including supporting its sports programs, holding open houses to, providing promotional materials in the way of brochures, pamphlets, flyers, newsletters, magazines, as well as paraphernalia that is sold in bookstore and other outlets.
- About 30% of the University's funding comes from the State government support, whereas 70% comes from other sources.
- In fund raising, private voluntary support of the UW totaled \$239 million in the year 2002, including gifts (\$138 million) and private grants (\$100 million). The University currently ranks 17th among all universities nationally in the amount of private support it receives, and fourth among public universities. Private support strengthens the University's outstanding teaching, research, and public service programs. Donors may choose to support any program or purpose at the University through gifts for current use—which have an immediate impact—or through permanent named endowed funds—which provide a base for long-term growth.

**March 15 (Tuesday)**

**Session II: Improving Administrative Process**

- **Group 1.** Continued

Chaired by Dr. Jess Browning (University of Washington)

Presented by Dr. Seog-Yon Cho (Inha University)

- Recently Inha university administration has been enlarged to encompass not only normal university activities such as supporting students and faculties' academic affairs but also a mid-term and long-term planning and community/alumni out reach.
- The purpose of public relations is to promote its public recognition to attract prospective students and research funds as well as to increase job opportunities of graduates.
- The purpose of fundraising is to organize and mobilize alumni to make donation to the university, to encourage local business firms to make donation to the university, and to diversify funding resources in strengthening infra structures of the university.

\*Agreement:

- Building Administrative Capacity Committee should try to find ways of raising funds to promote its activities for Global U7 Consortium.
- U7 member institutions will share methods and techniques to raise funds for each university.
- Building Administrative Capacity Committee will help identify grants or contract money for active research.

\* Dr. Seoung-Yong Hong made the fact sheet for Global U7 Consortium and then he discussed it with the members of Building Administrative Capacity Committee Meeting. Each member will fill it out until the end of Meeting. Otherwise, they have to fill it out and then turn it in to Global U7 Consortium Secretariat as well as the Chair of Building Administrative Capacity Committee until the certain period of time.

- Appendix I: Attached is the fact sheet for Global U7 Consortium at the end of the Minutes.

**- Group II. Assessment Process and Professional Support System**

Presented by Dr. Sungsook Kim (Inha University)

- She described an assessment model to maximize the benefit of university education, it is important assess the standard of the educational process, the input factors, as well as the final output. As suggested, the assessment, which will be made through a professional support system, needs to be infused back into the teaching-learning interaction.
- She suggested four factors: First, the U7 universities should jointly develop and share education assessment indices, in accordance with global standards. Second, the education support systems currently existent in each of the U7 universities should be linked for upgrading the benefits in higher education. Third, we should hold U7 seminars to improve instruction assessment methods and encourage an active use of a professional faculty development system. Fourth, each U7 university provides an opportunity of benchmarking practices of effective assessment system, such as e-learning evaluation.

Presented by Dr. Bahram Nassersharif (University of Rhode Island)

- URI has considered the significance of criteria on outcome assessment.
- For assessment, the Engineering Department in URI has relied on many steps such as defining outcome, developing methods of assessment including portfolio through on-line, showing the outcomes on its websites, etc.

Presented by Dr. Jess Browning (University of Washington)

- The University's Office of Educational Assessment that serves as a primary agent in supporting the commitment to educational excellence and participation in state-wide assessment efforts. It strives to improve educational practices through evaluation of educational programs and services and through the assessment of teaching and learning. It reports on graduation rates, progress and attrition, student and alumni surveys, student writing and quantitative Skills, faculty surveys, evaluation of special programs, and end-of-program assessments. The office currently evaluates approximately 11,000 courses each year. Computerized course ratings are openly available in compliance with public disclosure laws.
- With regard to its professional support system, the University provides a web based gateway (<http://www.washington.edu/teaching/>) to teaching resources at the University of Washington. This site is designed to help faculty, staff, and teaching assistants identify University centers, offices, and programs that provide services and resources related to teaching. This service includes: technology and media resources; course administration links; help with questions on teaching and learning; information of special interest to faculty and teaching assistants; and instructional technology and media resources.

Presented by Dr. Cristian Nichita (University of Le Havre)

- From September 2004 on, the University of Le Havre has started to implement a wide range of fully updated courses. Henceforth its diplomas will comply with the European higher education system (Bachelor's degree, Master's degree, PhD).
- The Bachelor's and Master's degrees are awarded when the students have fully completed their training. To this end the students' assets i.e. ECTS credits as well as the training periods and studies abroad are taken into account.
- Continuing education is emphasized through the validation of experience assets which enables people to go back to university after a long break.

Presented by Mr Baruch Marzan (University of Haifa)

- The president of University of Haifa gives the award of the best teacher to the nominee at the end of every year.

**\*Agreement:**

- A planned workshop will discuss what is the criteria of assessment in each U7 university. Then, the workshop will try to draw general criteria for assessment.

**- Group II. E-Learning**

Presented by Ms Sue Jellett (RMIT University)

- Collaboration among related sections should be validated for assessment task.
- RMIT University also talked about a big picture of assessment like the other universities.
- RMIT has developed very good system of E-learning for teaching.

### **Session III. Administrative Staff Exchange and Their Trainings in room 16-3**

Chaired by Ms Sue Jellett (RMIT University)

- Staff Exchange and Training Workshop
- Inter-University Contact Point
- Financial Arrangement for Staff Exchange
- Number of Trainees
- Etc.

Discussed by every member of Building Administrative Capacity Committee

#### **\*Agreement:**

- Staff exchange is not applicable to faculty but to administrators of U7 member institutions.
- Each U7 institution will encourage administrative staff exchange at least one time per year, preferably during vacations.
- The Building Administrative Capacity Committee will hold workshops and finalise staff exchange, the number of librarians, the assessment of workshop, etc.
- Building Administrative Capacity Committee will consider (1) holding a workshop, (2) assessing staff exchange, (3) modifying the scheme of staff exchange in order.
- Exact date and venue of workshops on librarian and staffs will be decided in the 2<sup>nd</sup> COP, which will be held in Xiamen University between May 26-27, 2005.
- The fact that Ms Ja-Kyung Kim in Inha University stayed in URI for 5 months will be a good model for staff exchange among U7 institutions.
- To elaborate, there will be two kinds of workshop in terms of Building Administrative Capacity Committee in the near future. One is for librarians and the other is for human resource staff. The Committee will invite URI to present details of its \*\*\* program to the next meeting of the Committee and a proposal for the program's adaption to the needs of Global U7 members.

### **March 16 (Wednesday)**

Election of Building Administrative Capacity Committee's Chair

Revision of the draft Proposal in room 16-3

- Based on the 1<sup>st</sup> Joint Education Committee Meeting and 1<sup>st</sup> Joint Research Committee Meeting, the Chair of 1<sup>st</sup> Building Administrative Capacity Committee should come from the host university, which is Xiamen University.
- Mr Mao Tongwen, the Director, Office of International Cooperation and Exchange, Office of Hongkong Macao and Taiwan Affairs, Xiamen University, China was elected as the Chair of Building Administrative Capacity Committee.

**Finalization and Adoption of Xiamen Resolution for Building Administrative Capacity Committee in room 16-3**

**Appendix I: Fact Sheet of GU7 Member Universities**

I. General	
o Legal Entity (Private / Public)	
o Established Year	
o Degree (years)	
- bachelor	
- master	
- Ph.D	
o President	
- Name	
- beginning year	
- period (years)	
- selecting process (government / chairman / election)	
o Number of Executive Officers for Administration (ex. Vice President)	
o Number of Senior Executive Officers for Academics	

o Number of Second Tier Officers for Academics (ex. Vice Provost)	
o Enrolled Student *	
- undergraduate	
- graduate/post-graduate for Masters	
- graduate/post-graduate for PhDs	
- graduate/post-graduate for Professionals	
- Extension Graduate Students	
- foreign students (undergraduate)	
- GU7 students	

\* total numbers including branch campuses

o Faculties	
- teaching staff : tenured : professional (non-tenured)	
- teaching assistants / tutors	
- research staff : tenured : professional (non-tenured)	
- administrative staff : tenured : professional (non-tenured)	
o FY 2004 Budget Revenue (Total)	
- government	
- student tuition fee	
- research income	
- donation	
- others	
o FY 2004 Budget Expenditures (Total)	

- salary	
- R&D activities	
- student scholarship	
- fixed costs (construction, facilities)	
- others	
o Library	
- volumes of books	
- electronic multimedia	
- serials	
- number of librarians (full time equivalent)	
- number of librarian assistants (full time equivalent)	
o Campus Size	
- address	
- area of campus (m <sup>2</sup> )	
- number of buildings	
- dormitory, bed numbers (students / faculties)	

<b>II. Education &amp; Research</b>	
o 1 <sup>st</sup> Level - title (ex. colleges or schools) - number	
o 2 <sup>nd</sup> Level - title (ex. majors) - number	
o Admission Requirement (undergraduate)	
- national students	
- international students	

o Academic Year	
- system (ex. semester, trimester, quarter)	
- starting month	
o Evaluation for Students - accrediting bodies	
o Total Credit Requirements for Bachelor's	
o Completion Rate for undergraduate (%)	
o Number of Degrees Awarded (2004) - PhDs - Master's - Professional doctors - Certificates	
o Professor's Status	
- tenure system (yes / no)	
- contract base or salary base	
- authorized by government, chairman, president, committee	
o Professor's Salary (academic year base)	
- professor	
- associated professor	
- assistant professor	
- lecturer	
o Assessment Scheme for Professor (Yes / No) *	
- rate of promotion(%)	
- rate to be a tenure(%)	
o Number of Research Center	
o Number of Published SCI, SSCI, AHCI (2004)	
o Number of Patent Owned	
o Discipline Specialty	
o Research Specialization	

o Number of University Company	
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<b>III. Administrative System</b>	
o Number of Administrative Units	
o Dean(Head) from Professor or Administrative Staffs	
o Ratio of Training Administration Staffs Abroad (yearly)	
o Salary of Administrative Staffs (1 year / US dollars)	
- head	
- middle manager	
- beginning staffs	
o Centralized or Decentralized Budget	
o Student Scholarship Scheme	
- resident (domestic or local)	
- non-resident	
- GU7	

\* yearly basis for the last 5 years