

**MINUTES OF THE GLOBAL U7 CONSORTIUM  
SECOND COUNCIL OF PRESIDENTS MEETING,  
Xiamen, China, 26-27 May 2005**

**Session I: Opening Ceremony** was held at Luyuan Hall, Crown Plaza Harbourview Hotel, Xiamen on 24 May 2005.

**Australia:** *RMIT University, Melbourne*

Professor Chris Whitaker (Pro-Vice-Chancellor)

Associate Professor Eveline Fallshaw (Dean of Academic Development)

**China:** *Xiamen University*

*Delegates*

Professor Chongshi Zhu (President)

Mr Tongwen Mao (Director of International Cooperation and Exchange Office)

*Others present included:*

Professor Chen Guo Feng (Vice-President)

Professor Ying Zhang (Vice-President)

Rubin Huang (Assistant President, Director, Management Committee of Zhangzhou Campus)

Rui Rong Lui, Deputy Director, Office of International Cooperation and Exchange

Professor Tao Tao (Cell Biology School of Life Sciences)

**France:** *University of Le Havre*

Professor Camille Galap (President)

Professor Innocent Mutabazi (Vice-President du Conseil Scientifique)

**Israel:** *University of Haifa*

Professor Yitzhak Shichor (Department of Political Science, Department of East Asian Studies)

**Japan:** *Meiji University, Tokyo*

Professor Takehisa Uei (Director, Center for International Relations)

Professor Hajime Tozaki (Faculty of Commerce)

**Korea:** *Inha University, Incheon*

Professor Seoung-Yong Hong (President)

Professor Jong-Ho Lee (Dean of External Affairs)

**United States:** *University of Rhode Island, Kingston*

Professor Robert A. Weygand (Vice-President for Administration)

Dr Janett Trubatch (Provost)

**United States:** *University of Washington*

Professor Jess Browning (Director Emeritus)

**The Secretariat:** *Inha University, Incheon, Korea*

Professor Young-Tae Chang (Secretary-General)

Professor Peter J. Rimmer (Rapporteur)

Mr Kyong-Yup Hong (Chief, Section of Overseas Affairs)

Ms Ja-Kyung Kim (Coordinator, Section of Overseas Affairs)

**In attendance:** *Xiamen University*

Wei Pan (Maria), International Coordinator, Office of International Cooperation and Exchange

Zhiwei Chen (Sally), Secretary, Office International Cooperation and Exchange Office

Aihua Chen (Elva), Administrator, Office of International Cooperation and Exchange

Yili Ruan (Cherry) Administrator, International Cooperation and Exchange Office

Luhong Cai (Grace), International Cooperation and Exchange Office

Yanqing Zuo (Zoe), International Cooperation and Exchange Office

## **AGENDA**

Professor Ying Zhang, Vice President, Xiamen University, acted as Master of Ceremonies for the first two items.

### **1. Welcoming Address**

Professor Chongshi Zhu, the President of Xiamen University welcomed Presidents, Vice-Presidents and delegates to the Second Council of Presidents (COP) Meeting and thanked them for taking time from their busy schedules to attend Xiamen University. Gratitude was extended to the Global U7 Secretariat and colleagues at Xiamen University for their work in organizing the Meeting.

The President was proud of the part played by Xiamen University in furthering the work of the Consortium. He then proceeded to outline the University of Xiamen's ambitions and plans to deepen its worldwide academic connections through the Consortium. The prospect of Meiji University's inclusion furthered this prospect and he looked forward to three other new members.

After the Xiamen session Professor Zhu advised that the meeting would continue at Wuyi Mountain, which is both a UNESCO World Cultural Heritage site and World Natural Heritage site. He apologized for the tight schedule but thought minds would be refreshed and fatigue banished by the opportunity to confront the local culture and the landscape at Wuyi Mountain.

Wuyi Mountain is renowned for its fresh air, tropical foliage, waterfalls and the Nine Bend Stream. Also it is the sacred site where Master Zhu Yi lectured on Confucianism for forty years during the South Song Dynasty (1127—1279). Therefore, Wuyi Mountain provided attendees an unrivalled opportunity to capture the essence of Chinese traditional culture.

Finally, Professor Zhu offered his best wishes for a memorable stay and successful Consortium meetings in both Xiamen and Wuyi Mountain.

### **2. Opening Address**

Professor Seoung-Yong Hong, the Chair of Council of Presidents and the President of Inha University, was honored and privileged to deliver the Opening Address.

First of all, the Chair expressed his thanks on behalf of the Consortium to Professor Zhu and the Staff of Xiamen University for their meticulous preparation of the Second Council of Presidents Meeting. He also thanked participants for traveling long distances and for having taken time from their hectic schedules to be present at the Council Meeting.

Then the Chair craved the indulgence of Members to recall how the Consortium started and review what has happened since its inception in April 2004, before suggesting what might be achieved at the Second Council of Presidents Meeting.

The founding seven members of the Consortium recognized the need to come to terms with educational issues stemming from globalization and the resulting complexity and competitiveness of both labor markets and product markets coupled with rapid technological change. The Consortium's student population exceeds 191,000, including 35,000 graduate students, and possesses a joint staff of 13,000 and an aggregate budget of US\$46 billion. Collectively, the seven universities have responded to the bigger economies of scale and scope by tapping the unrealized potential to be

derived through exchanges of academic and administrative personnel and integrated educational programs.

The Chair recalled that the Consortium's *strategy* has been to identify key areas of study such as advanced technologies, business administration, global logistics and marine affairs. These topics have been pursued through the establishment of joint committees in three functional areas: education, research and building administrative capacity. In turn, their efforts have been underpinned by the Global U7 website established through the hardworking Secretariat. In this way individual member universities can simultaneously 'think globally and act locally'.

Then the Chair highlighted that the three-year *action plans*, programs and budgets to implement policies in each of the three functional areas are, if not already in place, being actively discussed. The Education Committee led by Associate Professor Eveline Fallshaw has played a key role in the inception of the Masters of Global Logistics Management at Inha University, the dual degree program in logistics between RMIT University and Inha University, and the Language Training Center to be established at Songdo New Town, Incheon.

The Research Committee led by Dr Janett Trubatch from the University of Rhode Island has held a successful exploratory meeting at Newport, Rhode Island, to adopt a number of projects to ensure the success of joint research activities. Subsequently, the Committee has organized several international conferences, including Bio-technology at Inha University, Incheon, and on Ports: Intermodal Transportation, Logistics, Environmental, and National Security Dimensions at the East-West Center in Hawaii. Further, the Research Committee has plans to establish a \$10 million fund to underpin a three-year program of joint projects. Is there some way that the seven universities can contribute \$150,000 each as seed money to this worthwhile project?

Already, a Memorandum of Understanding has been signed to support research efforts in biotechnology. Staff Training has been a feature of the Building Administrative Capacity Committee led by Mr Mao Tongwen of Xiamen University, which, in turn, has launched a program of information exchange between libraries and decided to hold regular administrative workshops.

Besides these tangible benefits from Global U7 Consortium's activities, there have been encounters between the staff, students and administrators of the component universities that simply would not have occurred without its existence. These contacts are very real but so difficult to quantify. Yet these encounters embody the true essence of our aims and aspirations for the Consortium.

Looking ahead, the Chair argued that there is a need to *evaluate* the progress of our strategic alliance after one year of its existence and to raise issues for subsequent deliberations at the Meeting. While substantial progress has been made in such a short time, there is still a need to focus on advancing marine affairs, making progress towards Memoranda of Understandings in information technology and nano-technology, and increasing the number of exchanges among administrative staff, particularly as these have proved beneficial.

Delegates should also think of other areas that need to be advanced or reappraised during the Consortium's second year. The Chair asked delegates to air their thoughts on such matters.

The Chair suggested that one way of furthering the Consortium's activities would be to increase the number of participating universities engaged in marine affairs, logistics, information technology and business administration. He noted that the Consortium is now on its way to progressing from seven to eleven universities as we are about to be joined by Japan's prestigious Meiji University. The Chair reported that the Consortium had been seeking a further representative from Europe. However, to earn the title 'global' the Chair stressed the need to increase representation in the

southern hemisphere, notably in Africa and South America. While additional universities will bring undoubted strengths and an array of different venues, there will be an ongoing need to streamline the Consortium's operating mechanisms.

More specifically, the Chair raised a series of questions: how should we select the next venue, for the Third Meeting and subsequent meetings of the Council of Presidents? If no offer is forthcoming, is there some value in developing a roster system so that we can plan at least two years ahead? The Chair suggested that there was much to discuss in streamlining the Global U7 Consortium.

The Chair concluded with an adage from the *Book of Changes*: 'The celestial bodies are regular in their motion, so should the superior man labor unceasingly to strengthen his own character'. In this regard, the Chair argued that to live and succeed in an ever-changing world there is a pressing need to have a firm knowledge of its fundamental nature and never cease to improve ourselves.

Finally, the Chair offered congratulations to President Zhu and the Organizing Committee for their diligent work in planning, arranging and organizing an outstanding program for the Second Council of Presidents Meeting.

**3. Courtesy Remarks on Future Prospects of Global U7** (the Presidents, or their representatives, from RMIT University, University of Le Havre, University of Haifa, University of Rhode Island, and University of Washington),

**Professor Whitaker from RMIT University, Melbourne, Australia**, expressed his delight at being with colleagues, and thanked the President of Xiamen University for the great hospitality and warm welcome. Reflecting on the past year, Professor Whitaker believed the foundations had been laid for a very prospective venture: all three committees had developed their broad agenda and initial strategies; and, as originally envisaged, each member brought different strengths and played a different role. He felt that it was important that Global U7 should be seen as a team — perhaps even a sports team — with a common desire to be key players on a global stage, but with each able to contribute in quite different and distinctive ways to ensure the success of the GU7 team.

RMIT's two main contributions to date have been through: Associate Professor Eveline Fallshaw, Chair of the Joint Education Committee, whose strategic strengths and highest levels of personal commitment have combined to make her a good group leader; and significant contributions by Associate Professor Booi Kam to the work on the joint logistics and student exchanges.

Professor Whitaker also paid tribute to the enormous contribution of Professor Peter Rimmer and was delighted to learn of his appointment as the Hanjin Shipping Chair Professor of Global Logistics at the Asia Pacific School of Logistics at Inha University.

Global logistics is a major focus of GU7, and there could be no better time for us to collaborate on some emerging common problems, such as congestion in ports. It is a very topical issue in Australia and on the West Coast of North America. And with China's container movements expected to double over the next seven or eight years, there will be some enormous challenges there as well.

Finally, Professor Whitaker commended both President Hong for his continuing vision, energy and encouragement as Chair of the Council and the work of Professor Y.T. Chang and the Secretariat.

By way of commitment, Professor Whitaker said that RMIT University will continue to make significant contributions in the two areas previously identified and looked forward to working will all

of the Universities in the Consortium on many other collaborative efforts where they are better placed and take the lead.

**Professor Camille Galap of the University of Le Havre** commented that the Consortium provides a range of opportunities for reaffirming his institution's policy of international cooperation in total logistics, maritime affairs, business management and advanced technologies. These opportunities are bearing fruit in work involving Le Havre staff in: studying the interface city-port with the University of Washington; collaborative research with Inha University over a range of different fields; 'short-sea' shipping with the University of Rhode Island; and common projects in global logistics with both RMIT University and the University of Rhode Island.

More specifically, Professors Danger and Leboulenger have collaborated in bio-technology research with Professor Coloe, Director of Applied Sciences, at RMIT University. Professors Fredouet and Joly have taken an active role in the Research Committee's activities sponsored by Inha University and the University of Rhode Island on transport and seaports — a major research theme at Le Havre University. Also Mrs Poltron, Director of the University's Library, will participate in the Workshop on documentary exchange.

Looking ahead, Le Havre will receive students from universities in the Consortium to take the University's diploma in transport and logistics. Korean students will be received at the Higher Institute of Logistics Studies. Four staff from Consortium universities will be invited to Le Havre to discuss corporate strategies.

Further, Le Havre will support both the Master of Global Logistics Management program at Inha University and the Language Training Center at Songdo New Town, Incheon. Finally, the University offered to host one of the Global U7 Consortium's Committee Meetings in 2006 and will organize a Workshop on Staff Training.

**Professor Shichor of the University of Haifa** informed the meeting of changes in university leadership. In October 2004 a new President, new Vice-President, new Rector and new Dean of Humanities were elected. He apologized on behalf of President Aaron Ben Ze'ev, who could not come to the Meeting because of the annual session of the Board of Governors and had asked him to act as his alternate.

Professor Schihor then proceeded to thank the Organizers for making it possible for him to join the Meeting. As this was his first time to attend the Consortium, he was still in a learning phase, though there were a few ideas that he would like to raise in the Committee stage.

Finally, Professor Shichor noted the strong presence of Asia-Pacific universities, including the West Coast of the United States, China, Korea and the prospect of Japan, a reflection and tribute to the growing prominence of the region. He thought that the enormous increase in knowledge made it impossible for any one university to cover all fields and topics. This is why cooperation and collaboration is needed. However, because there are already a number of inter-university organizations, the Global U7 should strive to become unique and different.

**Professor Robert Weygand from the University of Rhode Island** brought greetings from President Robert Carrothers, who for pressing reasons was unable to be present in Xiamen. He complemented Xiamen University's organization of the Meeting and President Hong on his vision, leadership and tenacity as the Council's Chair. He highlighted the contributions made by the University of Rhode Island to the Education, Research and Building Administrative Capacity Committees.

In particular, Professor Weygand singled out the University of Rhode Island's contribution through Dr Janett Trubatch as Chair of the Research Committee. Given the Committee's emphasis on transport matters, he thought that the Global U7 Consortium offered an unparalleled opportunity not only for discussing key issues affecting government and business but also coming forward with pragmatic solutions. Otherwise there is a danger that the research will go unnoticed. Professor Weygand looked forward to resolutions emanating from the Research Committee's activities for business and political arenas.

**Professor Jess Browning from the University of Washington** brought greetings from President Mark Emmert, who regretted not being able to participate in the Meeting and requested him to speak on his behalf. Then Professor Browning proceeded to thank the chair for his leadership and Xiamen University for sponsoring the current Meeting and previous Committee Meetings.

Professor Browning commented that the University of Washington was proud to be a founding member of the Global U7 Consortium as it placed a high premium on the exchange and cooperation between institutes of higher learning. Collaborative work on business administration, logistics, marine affairs and advanced technologies will provided students, faculty and researchers with a better understanding of the processes occurring in the new era.

In particular, the University of Washington seeks to be active in the Education Committee through contributing to the initiatives on global logistics and the proposed Language Training Center. In the Research Committee the University of Washington representative will be promoting the proposed Atlas of Global Logistics at the Asia Pacific Economic Committee (APEC) Meeting in Washington D.C. The University of Washington is seeking to be active in the Committee for Building Administrative Capacity through E-learning and E-administration. Over time collaboration is anticipated in advanced technologies.

#### **4. Presentation of Global U7 Leadership Award**

After the courtesy remarks, the Chair of the Council of Presidents presented a Global U7 Leadership Award on behalf of the Consortium to President Chongshi Zhu of Xiamen University

The citation read:

*President Zhu of Xiamen University has been active in implementing the charter of the Global U7 Consortium to the full. As the consummate leader of Xiamen University he has played a pivotal role in galvanizing his staff to participate in all committees, realizing that students have much to benefit from the Consortium's endeavors. President Zhu has been a most gracious host offering unbounded hospitality not only to a series of key meetings but also to the Council of Presidents itself. The Consortium is forever in your debt and presents to you the **Global U7 Leadership Award** as a beacon for those who follow your fine example.*

#### **5. Status of Global U7 Consortium** (the Secretary-General of GU7 Consortium Secretariat)

The Secretary-General, Professor Young-Tae Chang, gave the Report on the Status of Global U7. He summarized material detailed in the *Status of U7*, which was distributed to participants. Reflecting its contents, Professor Chang discussed relevant matters under three broad headings: about the Global U7 Consortium; key issues emanating from the Steering Committee, the First Council of Presidents Meeting and Committee Meetings; and Future Planning for Global U7.

*About the Global U7 Consortium*

Professor Chang reminded participants that the prime objective of the Global U7 Consortium was to develop a joint education system, which features common curricula, distance learning, credit transfer and joint degrees; to conduct joint research; and to build administrative capacity. He then proceeded to identify the founding members, detail the structure of the Consortium and the role of the Secretariat. Then Professor Chang recalled how four key areas were identified: Global Logistics, Business Administration, Marine Affairs and Advanced Technologies. Three Committees were established: the Education Committee chaired by Associate Professor Eveline Fallshaw (RMIT Univ.); the Joint Research Committee chaired by Dr Janett Trubatch (URI); and the Building Administrative Capacity Committee chaired by Mr Tongwen Mao (Xiamen).

### *From the Steering Committee*

Then Professor Chang outlined a diary of events from the Steering Committee, 9 –12 December 2003 at Jeju Island, Korea, to the First 1<sup>st</sup> Council of Presidents Meeting 29 April – 1 May 2004. and the Signing of Agreement to the Incheon Declaration. He then proceeded to highlight Committee Meeting and Workshops in more detail.

The First Joint-Research Committee meeting was held at Newport under the auspices of the University of Rhode Island, 21-23 September 2004. President Seoung-Yong Hong, Chair of the Council of Presidents; Dr Janett Trubatch, Vice-Provost, Professor Young-Tae Chang, Secretary-General of U7 Secretariat, and representatives of Xiamen, Le Havre, Haifa, Inha, URI, UOW attended it. It led to the Newport Resolution for Joint-Research.

The First Education Committee Meeting, 21-23 October 2004, was held at RMIT University in Melbourne and was attended by President Seoung-Yong Hong, Chair of U7 Council of Presidents; Professor Chris Whitaker, Vice-Chancellor, RMIT; Professor Young-Tae Chang, Secretary-General and representatives of Xiamen, Le Havre, Inha, URI and UOW. The Meeting led to the Melbourne Resolution for Joint-Education

The Global U7 Biotechnology Workshop was held at Inha University on 10 December 2004. Topics discussed included “Smart” Polymers as Biological Switches (UOW); Vaccines and Diagnostics for the Control of Food Borne Enteric Diseases (RMIT University); Drug Screening Yields New Approaches to Huntington’s Disease (Xiamen University); Development of a Genetically Modified Yeast and of DNA Arrays as Tools for Environmental Risk Assessment (University of Le Havre); Current Research in Biotechnology at URI (URI); and SMB Applications in Biotechnology and Related Process Modifications (Inha University).

The Hawaii Workshop on Ports: Multimodal Transportation, Logistics and the Environment was held at the East-West Center, Hawaii (USA), 15-17 February 2005. Research ideas were shared on emerging transportation systems in participants’ countries; identifying areas of common interest and strength; recognizing timely and emerging issues, which might benefit our societies through research collaboration within the newly established *Global U7 Consortium*; and exploring concrete ways to creatively support future joint activities.

Twin Committee Meetings were held at Xiamen University, China, 14-16 March 2005: the First Building Administrative Capacity Committee Meeting and the Second Joint Education Committee Meeting. Professor Chang noted that the Library Information Exchange was underway and a Staff Training Workshop was in preparation following the successful visit of Ms Ja-Kyung Kim to the University of Rhode Island. Professor Chang did not provide further information on the resolutions because they were to be discussed by the individual Chairs at the Second Council of Presidents Meetings in progress in Xiamen. Also Professor Chang reported that the Website of Global U7 Consortium (<http://www.u7.inha.ac.kr>) was to be updated.

### *Future Planning*

Professor Chang reported that the Consortium had been considering inviting new members since its inception. Meiji was chosen because of its long-standing reputation. Following the inclusion of Meiji, attention will switch to Africa, South America, Southeast Asia and another University in Europe. The Education Committee has already helped foster the Global MGLM Project and the Inha-RMIT Dual Degree and looks forward to a dual degree in Marine Affairs. Workshops should become a regular feature of the endeavors of the Building Administrative Committee. The host of the Third and Fourth Council of Presidents Meeting needs to be decided at this Meeting.

## **6. Agreement on Approving a New Member Institution (Council of Presidents)**

Before proceeding with the approval of Meiji University as the Consortium's newest prospective member, the Chair asked its delegation to leave the room while members deliberated.

The Chair recalled that the Consortium, since its inception, had been exploring the possibilities of inviting a new member institution in Japan. Through various efforts and very careful consideration into checking the right partner in Japan, the Chair and the Secretariat concluded that Meiji University should be considered because of its long-standing reputation in Japan and willingness to extend its scholarly activities into the world's wider education community.

The Chair reported that he visited Meiji University in Tokyo on 9<sup>th</sup> March 2005 together with the Secretary-General of Global U7 Consortium. He met President Hirome Naya and Director Uei, together with leading professors, and signed the Memorandum of Understanding between the Global U7 Consortium and Meiji University.

As for the admission of new members, the Chair reported that Article VI.2 of the Consortium's Agreement stipulated that other universities might accede to this agreement, on terms to be agreed between them and the Global U7 Consortium. As for the decision-making, Article V mentioned that the Global U7 Consortium decision-making should be through consensus. Therefore, the final approval of Meiji University's admission as a new member institution should be through the consensus of Presidents or their alternates.

In response to the Chair's request for their opinions on this matter the other six Presidents or their alternates concurred that Meiji University should be admitted to the Consortium.

**Action:** *The addition of Meiji University to the Consortium was approved by a consensus of President or their alternates.*

The delegation from Meiji was invited to return to the Meeting.

## **7. Introduction by the Representative of Meiji University, Tokyo (the Chair of Council of Presidents)**

The Chair of the Council of Presidents expressed great pleasure in welcoming Japan's prestigious Meiji University based in Tokyo, as the eighth member of the Consortium. Originally founded as the Meiji Law School in 1881, Meiji University has developed over the ensuing 124 years into a broad-based institution comprising 34,000 students, almost 800 professors and three campuses.

The University offers a broad range of undergraduate and graduate academic programs in law, science, political science and economics, arts and letters, science and technology, agriculture, business administration, and information and communication. In addition there is both a Graduate School of Governance Studies and a Graduate School of Global Business.

The Chair highlighted that the undergraduate and graduate programs in Meiji University's School of Science, the School of Business Administration and the School of Information and Communication, together with the program in the Graduate School of Global Business, are of particular interest and value to our Consortium.

Thus, the Chair was honored to admit Meiji University as the Consortium's eighth member. The addition of Meiji University will support the Consortium's framework of cooperation designed to plan

and accomplish cross-cultural education, joint research and building administrative capacity to address the challenges facing tertiary education around the world.

The Chair then invited the representative of Meiji University, Professor Takehisa Uei, Director of the Center for International Programs, to address us on how Meiji's inclusion will strengthen and extend the existing action plans and programs developed through the existing strategic alliance.

#### **8. Address on Behalf of the New Member Institution (Professor Uei of Meiji University)**

Professor Uei was honored by the opportunity to address the meeting and was grateful to all Presidents for accepting Meiji University into the Global U7 Consortium. Although the President of Meiji University, Professor Hiromi Naya, intended to take part in the Council Meeting, pressing duties prevented his attendance at the last moment. As a result, Professor Uei has taken over his duties with support from Professor Tozaki of the School of Commerce, a specialist in international transport.

In his address Professor Uei highlighted that 'rights and liberty' and 'independence and self-government' have been the guiding spirits of Meiji University. In 1881 the University was founded jointly as the Meiji Law School by three professors: Tatsuo Kisimoto (the first President), Kozo Miyagi and Misao Yashiro. Their intention was to contribute to Japan's modernization drive by teaching modern French culture and law.

Since its foundation Meiji University has sought to provide leadership in various fields through the application of the institution's guiding principles. In other words, the University's prime aim is to foster bright, capable people, supported by firm logic and great sensibility, and have great sympathy with the opinions of people all over the world. Individual contributions of its past graduates to society at large are responsible for Meiji's highly regarded achievements. These achievements have led to Meiji being seen as one of the country's most prominent private universities. In 2006 the University will celebrate its 126<sup>th</sup> anniversary.

Looking ahead, Professor Uei outlined how Meiji University has adopted its organization to meet the needs of an ever-changing world by streamlining the University's mission for the twenty-first century. The broad goals are a strategy for sustainable development through a contribution to world peace and human security by promoting advanced professional learning and research and supporting new leaders and new intellectual values in the midst of the pervasive trend towards globalization. This strategy coincides with Meiji's guiding principles and will be fulfilled stepwise as the institution undertakes its reforms.

Since the end of the Cold War, a new outlook has emerged in Japan which sees the country's traditional values and standards for establishing international relations and friendship being broadened and made more flexible. As regions unify economically and socially, and globalization advances, relations between countries will become increasingly important. Indeed, broadmindedness and generosity stemming from a multicultural heritage is essential for assuming a leadership in world affairs. There are many areas for establishing joint endeavors beginning with trade and business, and moving on to issues such as developing advanced technologies, keeping the peace, protecting the environment, and developing natural resources.

Professor Uei considered that nations around the Pacific and Indian Basins, like those in the European Union, have, at least, common ground for academic cooperation and collaboration. They can align their joint efforts not only in the areas of culture, society and technology, but also in economic and political areas with regard to international society. From these perspectives, Meiji University is expanding its way overseas.

In future, Professor Uei thought it necessary to establish some new and original programs among sister universities in the Pan-Pacific and the European Union so that students can move more easily and frequently than now, among partner universities to study several cultures. Researchers could also promote understanding about common problems for the benefit of mankind. The Global U7 Consortium meets these needs. Professor Uei looked forward with pleasure to deepening joint research efforts.

The Chair thanked Professor Uei for his excellent and encouraging speech, and then invited RMIT University's representative, Professor Chris Whitaker, to deliver a welcoming address to the new member institution.

### **9. Welcoming Address to the New Member Institution**

Professor Chris Whitaker (Pro-Vice-Chancellor of RMIT University, Melbourne) took great pleasure in speaking on behalf of the founding members of the Global U7 Consortium, and in welcoming Meiji University to the Consortium.

He noted Meiji University is one of the most eminent universities in Japan. Recently, the University's President, Professor Hiromi Naya, has commented on the University's role in ensuring that Japan can play a prominent role on the global stage. He has expressed his vision that its students 'achieve their dreams and find their role in the world'.

Professor Whitaker underlined that many universities around the world share both this vision and aspiration: they seek involvement in global issues; they aspire to having a global impact; and they want global experiences for their students.

At RMIT University, Professor Whitaker, reported that they had welcomed a new Vice-Chancellor, Professor Margaret Gardner, who gave her inaugural address on Monday 23 May 2005. In this she spelt out her vision, which was underpinned by a clear global perspective and aspiration.

#### **Knowledge forms a global network, and we must operate globally**

Knowledge is created and transferred across global networks, respecting no physical, political or social boundaries, and universities are embedded in these networks.

Without the global exchange of knowledge in research we are impoverished and limited.

#### **And again ...**

... universities operate [through the] exchange of knowledge across national and physical boundaries through networks of staff and students across fields. ... the university must operate in a global context

#### **The student experience**

We must concentrate on developing stronger international experiences for all our students with a strong network of educational institutions around the world with which to build those international experiences.

#### **Recognition of qualifications from other Universities**

... recognition of global transfer of knowledge and skills, enabled by rapid advances in information and communications technology, is encouraging cross-border recognition of educational qualifications.

### **A vision for RMIT ...**

Global trends and pressures have shaped and reshaped the priorities of institutions, staff and students. They provide opportunities for greater engagement with community and industry, for greater mobility of students and staff to match the way that knowledge flows across national boundaries. For RMIT this means taking its internationalisation to a new level, recognizing the possibility of being a global and not only a national institution.

Global trends and pressures have shaped and reshaped the priorities of institutions, staff and students. They provide opportunities for greater engagement with community and industry, for greater mobility of students and staff to match the way that knowledge flows across national boundaries. For RMIT this means taking its internationalisation to a new level, recognizing the possibility of being a global and not only a national institution. It means ensuring RMIT rethinks the relationships between its vocational and higher education offerings in the context of changes in the transferability of qualifications across national boundaries.  
(<http://www.rmit.edu.au/chancellery/inauguraladdress>).

Professor Whitaker reiterated that many universities have similar views but he believed only a few will be successful.

The winners will be those who can *turn the rhetoric into action* How will they do this? Professor Whitaker did not believe any university could do this alone. To turn individual rhetoric into action strong partners will be required, working as a team and contributing with equal enthusiasm.

This is why the Global U7 Consortium was formed, and according to Professor Whitaker, it enables members to draw on each other's strengths, and to explore synergies.

Success requires focus and great determination — such as that shown by Meiji University when it was completely destroyed in the Great Kanto Earthquake of 1923.

Great teams — winning teams — are made of great players working together, and it is in this context that we now welcome Meiji University to the Consortium.

On behalf of the founding Members, Professor Whitaker asked the two distinguished colleagues from Meiji University, Professor Uei and Professor Tozakai, to take a simple three-part message of welcome to their President, Professor Hiromi Naha, and all their colleagues:

*We greatly respect your eminence and achievements and we look forward to learning from you;*

*We look forward to sharing our accumulated experience and knowledge with you; and*

*We look forward, following the admission of Meiji University to the Global U7 Consortium, to collaborating with you, in the interests of our students, on common universal issues centered upon promoting a sustainable world*

The Chair thanked Professor Whitaker for his address and for RMIT University's strong support of the Consortium since its inception.

## 10. Signing Document Approving Admission of New Member Institution

Presidents and their alternates signed the necessary documentation prepared by the Secretariat for admitting Meiji University.

After the signing of the document the Meeting adjourned at 10.45 a.m.

### Session II: Visit to Main and Satellite Campuses of Xiamen University.

**Session III: Global U7 Progress Report and Reports from the Committees** was held in the Meeting Room, Wuyi Mountain Villa on 25 May 2005.

## 11. Progress Report on Global U7

The Chair of the Council of Presidents reviewed progress during the first year of Global U7's existence by examining our action plans, programs and budgets. Other than to underline the importance of having continuity in membership of Committees, he did not wish to encroach on the portfolios of the Chairs of the Education Committee, Research Committee and Building Administrative Capacity Committee. Instead, he focused on outlining two *highlights* before ending with some *issues* that focus on when and how to expand our enterprise.

The *first highlight* was the addition of Meiji University, which, in taking the Consortium from seven to eight members, will undoubtedly add to our profile in Northeast Asia. The Chair said that we can now refer to our representation in China, Japan and Korea, which will offer both educational and research opportunities to all members of the Consortium in the world's fastest growing region.

The *second highlight* was the exploration of the four themes identified at the outset of our joint venture: advanced technologies, logistics, marine affairs and building administrative capacity. As outlined in the Chair's opening address, a series of meetings and workshops have been held to propel education and research interests in these arenas. By any measurement, the Chair said that these meetings held in Hawaii, Incheon, Melbourne, Rhode Island and Xiamen have been hugely successful and thanked the staff and students of the respective universities for their participation and cooperation in their successful outcomes. As will be evident from the detailed reports on these developments from the respective Committee Chairs, the Chair thought that much still remains to be done.

Consequently, the Chair ended the Progress Report by raising a series of broad *issues*, to discuss briefly before considering the three Committee Reports. He said that when looking at a map of the distribution of member universities it is evident that there are gaps in South America and Africa. The Chair then proceeded to raise two further issues: should we also be exploring the participation of universities in Southeast Asia and the Pacific; and is there room for an additional University from Europe? This enlargement process raised two issues: how does the Consortium address the addition of new member universities in uncharted continents; and, presuming this is a good thing, how should members of the Consortium participate in the identification process? The Chair invited Presidents or their alternates to share their thoughts on these issues involving the enlargement of the Consortium from eight to ten or eleven before proceeding to discuss the Committee Reports.

### Discussion

There was general agreement that a critical mass had been reached with the addition of Meiji University.

This consensus extended to an expansion of the number of universities in the Consortium from eight to eleven. Concern was expressed that beyond that the number would become too large and unmanageable.

Candidate areas included Africa, South America, Southeast Asia (which is huge on the logistics scene), a mega hub in Atlantic Europe and possibly another in China. All of these areas have a strong oceanic focus.

The possibility of choosing new universities with the aim of mitigating conflicts between China and Taiwan and the two Koreas was also mentioned.

The Chair of the Council of Presidents invited all delegates to suggest universities that could fill the remaining three places by 30 June 2005. As all universities already have affiliations (e.g. URI and South America), they were requested by the Chair to draw upon this knowledge in identifying candidates. The names of likely candidates would be submitted to the Secretariat. Then it will be possible to circulate all members of the Consortium with a list. The Chair emphasized that the process was completely flexible; the Consortium could decide to admit new members one-by-one or all three simultaneously. The overriding importance was to provide a team that balanced geographical coverage with particular areas of new expertise. At all costs, the Chair wanted to avoid a United Nations-like approach.

The Chair thanked all participants for their contribution to the discussion.

**Action:** *All member institutions are requested to identify universities that may fill three more places in the Consortium by 30 June 2005.*

## **12. First Committee Report**

The Chair of the Joint Education Committee (JEC), Associate Professor Eveline Fallshaw of RMIT University, delivered the First Committee Report. She outlined that the JEC was constituted October 21 2004. Four major collaborative activities were initiated: the upgrade of the GU7 website; the establishment of the GU7 Master of Logistics Administration (MLA); exploration of bilateral agreements for undergraduate education; and support for the development of the Inha Language Center.

Following the first Meeting, Associate Professor Booi Kam visited the Asia Pacific School of Logistics (APSL) at Inha University to discuss joint education. Three draft working papers were jointly produced: Working Paper on the Proposed GU7 MLA Program; Agreement of Cooperation and Student Exchange between Inha and RMIT, and an Articulation Agreement between Inha and RMIT.

Agreements from 2nd JEC Meeting Xiamen, March 2005 endorsed principles developed for the GU7 MLA; urged acceleration of staff and student exchanges; requested 2nd COP Meeting to fund exchange of graduate students; supported promotion of cross-institutional graduate research among member institutions in collaboration with JRC; and suggested a dual undergraduate degree in Marine Affairs between Xiamen, University of Rhode Island and Inha.

Follow up from 2<sup>nd</sup> Meeting led to Professor Emeritus Peter Rimmer, from the Australian National University, being appointed Hanjin Shipping Chair Professor of Global Logistics at APSL, Inha and International Program Director of the GU7 MLA; the MLA program being renamed Master of Global Logistics Management (MGLM) and its launch date being scheduled for March 2006. Subsequently, RMIT's Associate Professor Kam revisited Inha University in May 2005. Documents prepared

during his stay included: an updated program structure; and accreditation document; a draft mock-up of the MGLM Program; and a template for the preparation of online and printed course material.

A two-day Logistics Education Conference is scheduled for 13-14 June 2005 in Seoul. The first day will discuss Logistics Education whereas the second day is devoted to an examination of the proposed MGLM.

The objective of the MGLM is to develop a new generation of logistics and supply chain professionals in the Asia-Pacific region capable of meeting the changing demands and evolving challenges of the globalizing logistics and supply chain industry.

Preparation is proceeding for the Masters in Global Logistics Management to be accredited by the Korean Ministry of Education by September 2005.

Each course will be delivered over 3 weekends with optional residence being available for participants at Inha University. The duration of the program will be three years full time or three years part-time. The program structure will comprise core courses including a Research Project plus four streams of electives: Business Logistics and Supply Chain Management; Business Management and Quantitative Methods; Airline Management; and Shipping and Port Management.

Other recommendations stemming from the 2nd JEC Meeting include: a standardized format for data capture for GU7 web site; the resolution of matters involving IP rights in MLM; and development of a glossary of terms used across GU7.

#### **Discussion.**

Professor Peter Rimmer was asked to comment on the Master of Global Logistics Management (GMLA Program) in his capacity as International Director of the Program. He responded by saying that matters were still very fluid but should solidify after the Meeting on 12-13 June when key members of the program have the opportunity to meet and discuss their inputs. While members of the Consortium were providing the bulk of the Program's staff, there was a need to supplement them from non-member institutions to provide a balanced team. Staff would be involved on an individual contract basis. Courses on airline management, and ports and shipping have been added to meet the needs of sponsors. There has also been a search for an anchor from a leading American institution on Supply Chain Management to satisfy the perceived needs of the local market in Korea.

The Committee Chair thanked Professor Rimmer for his comments on the Inha 'team' model and added a note of caution on the search for a prestigious anchor. Also there was a comment that the MGLM could serve as a model for other Consortium activities.

Other matters discussed included the dual degree in engineering between Inha and Xiamen University; and the need to move from bilateral agreements to wider agreements as the relationship between Consortium members deepens.

Finally, the Chair thanked Associate Professor Eveline Fallshaw for handling the Committee's business so competently.

**Action:** *The Chair should hold the next Meeting of the Education Committee before the Third COP at a location and time to be discussed with Secretariat.*

### 13. Joint-Research Committee

Dr Trubatch reported that the first Meeting of the Joint-Research Committee (JRC) was held under the auspices of the University of Rhode Island at Newport. Discussion focused on undertaking research in the Consortium's four nominated areas: logistics, business administration, marine affairs and advanced technologies.

Then Dr Trubatch described the successful outcomes of two Workshops: the first on Bio-Engineering and Technology at Inha University in December 2004 and the second on Ports: Logistics, Environment, Economic and Society held at the East-West Center at the University of Hawaii in February 2005. In particular, she mentioned the key role of Professor Grinalungas and Professor Chang in organising the Workshop and the signal contributions of Professor Jess Browning and Professor Peter Rimmer. The former is seeking funds of US\$400,000 for a *Logistics Atlas of the World*.

Looking ahead, Dr Trubatch noted that *Workshops* are planned on Nano-technology at Xiamen University, Information Technology at Inha University and Economics and Logistics at Le Havre plus the possibility of one on Oceanography and Ocean Technology.

Dr Trubatch highlighted the need to proceed with the *Directory of Researchers* who are willing to collaborate in the Consortium's designated areas. A short format was advised, similar to the National Science Foundation, which restricted the number of papers and used key words.

Dr Trubatch emphasized the need to identify *major research topics*, which either benefited or could be utilized by everyone. Her list included: the Environment with a focus on Protection (e.g. Reverse Logistics) and Clean Up; Energy with a concentration on both conservation (led by colleagues from Le Havre) and new sources of energy; and Logistics and Disaster Relief, particularly following the tsunami.

According to Dr Trubatch, *key issues* centered on raising US\$10 million Research Fund with the proposition that each University contribute \$150,000 each as seed money. She noted that the University of Rhode Island has already made provision in its Capital Campaign bid of US\$1 million to support joint research activities.

Also Dr Trubatch stressed the importance of the *sponsorship of workshops*. Without travel the cost is in the order of US\$20-\$30,000; with travel by one member from each University the cost is US\$55-60,000.

Finally, Dr Trubatch emphasized the importance of deriving funds from *commercial development* from a multi-university company through the nationality of investors. Possibilities included fish food from squid (waste) through collaboration (Chinese/Korean); data management through the development of programs and devices (Chinese); protective coatings for metals without chromites (Chinese); and sensor devices that change color with alterations in the surrounding environment (no nationality specified).

Before inviting discussion on the Report, the Chair thanked Dr Trubatch for her contribution to the Global U8 Consortium and wished her well in her new appointment.

**Action:** *All members are requested to supply information on research activities, based on the Haifa model, to the Secretariat so that a Research Directory can be developed by 31<sup>st</sup> December 2005.*

**Action:** *The Chair should hold the next Meeting of the Joint-Research Committee before the Third COP at a location and time to be discussed with Secretariat.*

### **Discussion**

There was a general consensus that a global consortium should seek to examine global issues. There was an added emphasis on practical applications for commerce and business. However, most discussion centred on the prospects of raising \$US150,000 to provide seed money for the Global U8 Research Fund.

Initially, the discussion was encouraging. Although individual universities may not have funds, individual participants said they could identify funds and donors (e.g. EEC funds for logistics and energy, the Rockefeller Foundation and Society of Airports),

Some participants said they would find fund raising difficult unless there was a prospectus, which established the purposes for which the money is to be raised and how it is to be administered. There is a need to identify projects before looking for money. Key strengths need to be identified, which draw on the synergies between component institutions (e.g. biotechnology). In short, how do we do things for which members of the Consortium are equipped?

The Committee Chair responded that there was a need to work on both fronts: identify projects and seek money from sponsors, and to provide money for general infrastructure support and to develop projects (i.e. focus or research pool).

Recalling the aims of the Consortium, the Chair of the Council of Presidents argued that without a budget nothing happens. Money is required to respond and act as a Consortium. Inha University's contribution has already been secured. The Chair highlighted the need for a long-term road map laying out how the organization should be financed. He contended that it was urgent for the Consortium to get to the US\$1 million first stage threshold. The Chair sees reaching this target as being symbolically important. Seed money was required to think about short-term and long-term projects. While he recognized that raising US\$150,000 might be difficult for public universities, there is the possibility of tapping private sector sources through serious consultation with company board members. Specification of projects within the Consortium's nominated fields of endeavor was too broad. With seed money it would be possible to know about research resources and potential R&D activities and outline short and long-term strategies. Initially, there would be investment in pre-feasibility studies, which could lead to investment in projects once the second stage target of US\$10 million is reached.

Some participants argued that they were not in a position to commit to providing seed money. The matter was eased for some public universities when it was agreed they could contribute in cash or kind, though they noted that this would come at an opportunity cost. Indeed, it is still important to identify what the money will be used for and by whom.

There was a suggestion that the funding matter be referred to the Business Administrative Capacity Committee or to an ad hoc committee to develop a financial plan. However, after further discussion, it was decided that the Chair of the Council of Presidents would write to individual Presidents on the matter.

**Action:** *Member institutions will pursue fund-raising from their own resources, government agencies and industrial sectors to develop a US\$10 million dollar research fund over the next three years. To expedite this fund-raising process, member institutions will endeavor to explore all possibilities in donating US\$150,000 dollars per institution as seed money, some of which may be*

*'in kind' This proposition will be sent to individual presidents and their response is requested within one month as to its feasibility and its achievability by June 2006. The COP should act as an ad hoc Committee for fund raising purposes, aided by a financial plan and strategies provided by the Building Administrative Capacity Committee.*

#### **14. Building Administrative Capacity Committee**

The Chair, Mr Tongwen Mao, thanked all member universities for their support of the Building Administrative Committee (BAC) during the past year. He noted the Committee's Task was to enhance administrative capacity through collaborative endeavours that will support joint education and research. The major issues identified were: sharing library information; training administrative staff; and upgrading administrative capacities by streamlining the processes underpinning the professional support system.

The Chair proposed that the Council of Presidents should discuss and approve proposals for hosting the Information Exchange Workshop. Member universities should send nominations to the Secretariat.

Looking ahead, the Second BAC Committee Meeting will invite the Chair of the College Student Personnel (CSP) at the University of Rhode Island to participate in its activities. Finally, the Secretariat will provide the Council with consolidated information derived from each university.

**Action:** *The Building Administrative Capacity Committee is to hold a Workshop at the University of Washington, which will focus on both financial planning and library matters. Further, if no other option is forthcoming, a staff training program will be conducted within the First Semester 2006 through the University of Rhode Island College Student Personnel (CSP) program with Inha, Xiamen and, possibly Meiji, Universities sending staff.*

#### **Discussion**

The Chair of the Council of Presidents noted that the *Fact Sheet* was poor. He recommended all Universities following the RMIT Model and up-date their information within a short period.

**Action:** *A Fact Book should be developed with information from all eight GUB members, based on the RMIT model, by 31<sup>st</sup> October, 2005, so that comparative analysis can be developed by the Secretariat and the Consortium's website updated.*

#### **15. Future Council of Presidents Meetings**

Professor Robert Weygand of the University of Rhode Island announced that the University of Rhode Island would host the Third Council of Presidents Meeting. He suggested that the Meeting be held during the last week of September or early October.

Then Professor Camille Galap announced that the University of Le Havre would hold the Council of Presidents Meeting in 2007.

**Action:** *The Third COP meeting will be held at the University of Rhode Island (URI), preferably in September or October 2006, and the Fourth COP meeting at the University of Le Havre, 2007. Subsequent meetings will be held on a rotation basis*

**Action:** *Research proposals should be developed with the prospect of reporting results at future COP Meetings through Conferences, Workshops and Keynote Lectures. In 2006 an International*

*Conference on Logistics will be held in conjunction with the Third COP at the University of Rhode Island.*

#### **16. Future Committee Meetings**

President Camille Galap of Le Havre University offered to hold one of the three Committee Meetings before the Third COP Meeting.

**Action:** *Le Havre's offer be accepted by either the Education or Joint Research Committee and that the University of Washington will hold the Business Administrative Capacity Meeting.*

#### **17. Name Change**

There was a discussion about whether the Consortium should be referred to by a number or simply as a Consortium of Global Universities.

**Action:** *Hereafter, the official name will be the Global U8 Consortium (GU8), which will be reflected in all subsequent official documents, including the Consortium's Agreement and web site (<http://u8.inha.ac.kr>).*

**XIAMEN DECLARATION  
(GLOBAL U8 CONSORTIUM DECLARATION OF 27 MAY 2005)**

Representatives of Member Institutions,

Representing the eight universities in the global consortium (hereafter referred to as the Global U8 Consortium) held at Xiamen University, China on 26 and 27 May 2005,

Recognizing the growing demand in the fields of Global Logistics, Business Administration, Marine Affairs and Advanced Technologies (e.g. information technology, bio-technology, nano-technology), and seeking to direct the Global U8 Consortium's cooperative and collaborative efforts on cross-cultural Education, Joint Research and Building Administrative Capacity by working towards a long-term blueprint for a state-of-the-art globalized educational system incorporating innovative curricula in these activities,

Have today adopted the following:

**DECLARATION**

1. Representatives of the founding members of Global U7 Consortium, comprising Australia's RMIT University, Melbourne, China's Xiamen University, France's University of Le Havre, Israel's University of Haifa, Korea's Inha University, Incheon, and from the United States the University of Rhode Island, Kingston, and the University of Washington, Seattle, approve the addition of Japan's Meiji University, Tokyo. Hereafter, the official name will be the Global U8 Consortium (GU8), which will be reflected in all subsequent official documents, including the Consortium's Agreement and web site (<http://u8.inha.ac.kr>). All member institutions are requested to identify universities that may fill the last three places in the Consortium by 30 June 2005.
2. Representatives endorse the historic achievements embodied in the conclusions of the Three Committee Meetings on Education, Joint-Research and Building Administrative Capacity respectively, held since the First Council of Presidents (COP) Meeting in April 2004, which have followed and elaborated on the direction of cooperation among universities as agreed by the Consortium.
3. Representatives approve the action plans stipulated in the Melbourne, Newport and Xiamen Resolutions stemming from the respective Committees for Education, Joint- Research and Building Administrative Capacity, and authorize the three elected Committee Chairs, Associate Professor Eveline Fallshaw from RMIT University, Vice-Provost Janett Trubatch from URI and Mr Tongwen Mao from Xiamen University, to promptly implement action plans. To this end, the three Committee Chairs will hold their next Committee Meetings at least once before the Third COP meeting in 2006.
4. Representatives welcome, as a joint effort among Members, the first initiative of the Global U8 Consortium in commencing the Master of Global Logistics Management (MGLM) Program at Inha University from March 2006. A double degree program in undergraduate logistics between RMIT University and Inha University will also commence in March 2006. The Representatives also welcome other double undergraduate degree programs, notably in Marine Affairs between Xiamen University, URI and Inha University and in Engineering between URI and Inha University.

5. Representatives welcome the decision by the Education Committee that for the first three (3) years, a prearranged number of exchange students, up to ten (10) per year, shall be agreed between each university. The Committee will review the balance of exchange students among member institutions at the end of the current Chairs' term of office. Meanwhile, member institutions will explore and encourage the possibility of increasing the number of exchange students.
6. Representatives acknowledge the value and results of two Workshops held on Bioengineering in 2004 at Inha University and Port: Logistics, Environmental Impact, Economics and Security in 2005 at the East-West Center, Hawaii, and therefore support holding three further Workshops on: (1) Nano-Technology in 2005 at Xiamen University; (2) Information Technology in 2005 at Inha University; and (3) Economics and Logistics in 2006 at the University of Le Havre. Following these Workshops, Representatives strongly encourage Joint Research Committee members to make and implement further joint research proposals among member institutions.
7. Representatives welcome the decision by the Joint Research Committee that member institutions will pursue fund-raising from their own resources, government agencies and industrial sectors to develop a US\$10 million dollar research fund over the next three years. To expedite this fund-raising process, member institutions will endeavor to explore all possibilities in donating US\$150,000 dollars per institution as seed money, some of which may be 'in kind'. This proposition will be sent to individual presidents and their response is requested within one month as to its feasibility and its achievability by June 2006. The COP should act as an *ad hoc* Committee for fund raising purposes, aided by a financial plan and strategies provided by the Building Administrative Capacity Committee.
8. Representatives agree that all members should supply information on research activities, based on the Haifa model, to the Secretariat so that a *Research Directory* can be developed by 31<sup>st</sup> December 2005.
9. Representatives agree that the Third COP meeting will be held at the University of Rhode Island (URI), preferably in September or October 2006, and the Fourth COP meeting at the University of Le Havre, 2007.
10. Representatives agree that research proposals should be developed with the prospect of reporting results at future COP Meetings through Conferences, Workshops and Keynote Lectures. In 2006 an International Conference on Logistics will be held in conjunction with the Third COP at the University of Rhode Island.
11. Representatives welcome the decision by the Building Administrative Capacity Committee to hold a Workshop at the University of Washington which will focus on both financial planning and library matters. Further, if no other option is forthcoming, a staff training program shall be conducted within the First Semester 2006 through the University of Rhode Island College Student Personnel (CSP) program with Inha, Xiamen and, possibly Meiji, Universities sending staff.
12. Representatives agree that a *Fact Book* needs to be further developed with information from all eight GU8 members, based on the RMIT model, by 31<sup>st</sup> October, 2005 so that comparative analysis can be developed by the Secretariat and the Consortium's website updated.