

**Secretariat Report
on the *Status Quo* of the Global U8 Consortium**

GU8 Secretariat, June 28, 2007

1. Overview of GU8 Activities since the 3rd COP

This overview section deals with what meetings have been held since the Third Council of Presidents meeting at University of Rhode Island on September 27 and 28, 2006.

Year 2006 and 2007 have witnessed all two committee meetings held in the first half of this year. As planned and suggested from previous committee meetings and the 3rd COP, two workshops and one big conference were held in conjunction with the committee meetings and the 4th COP, respectively in 2007 except 4th Education Committee (EC) Meeting. But the EC Meeting will be held at RMIT University in November, 2007.

First of all, the Inha University hosted **the Forum on Business Administration on October 23-24, 2006**, attended by the representatives from six member universities such as Inha University, URI, University of Le Havre, University of Haifa and Xiamen University.

Secondly, University of Haifa hosted **the 3rd Joint Research Committee (JRC) and the 3rd Building Administrative Capacity Committee (BACC) meeting on April 17-19, 2007** and also the **2nd Library workshop** during the BACC meeting as proposed from the 2nd BACC meeting on April 20-21, 2006, at the University of Washington. The meetings were represented by five member universities: Inha University, University of Haifa, URI, University of Le Havre and Xiamen University.

Thirdly, the University of Le Havre held a large scale **International Symposium on Advanced Technologies Sep. 26-27 in connection with this 4th COP**. As of the time writing this GU8 Status report, the conference is expected to be attended by 38 moderators, speaker from eight countries and the Governor of Le Havre.

Related to these meetings or independent of the meetings, there have been various interactions in terms of faculty and staff visits, and student exchange among the member universities and also between the member universities and potential new member universities. Major activities by the committee and from other meetings will be summarized in next section.

2. Major Activities by Committee and Other Activities

2.1. Major Activities by Committee

The Forum on Business Administration on Oct. 23-24, 2006 at Inha University (see GU8 document GU8/JRC(BA)/MOU/2006-10/INHA)

As adopted by both 2nd JRC meeting and 3rd EC meeting, Inha University hosted two days forum on Business Administration on Oct. 23 and 24, 2006. Deans or key faculties of GU8 Business Schools were invited and the main purpose of this forum was to explore the possibilities of joint-education and researches in business arena in the future and it was planned to sign the Memorandum of Understanding.

During the meeting each representative provided an overview of their university and outlined the program that is offered in their respective College of Business Administration, School of Management or International Studies. Also, the proposal to document successful business models was discussed and approved.

Participating U8 universities signed the MOU and agreed to support a series of workshops and conference entitled, *People, Innovation and Harmony: Organizations, Logistics and Management in the Global Era*. A series of workshops were planned to be held originally every six months, beginning in October, 2006 at Inha University, moving to other universities for ensuing workshops and ending with an International conference to be held in May 2009 at Inha. Participating U8 universities will provide travel funds for their participating faculty members and hosting University will bear all local expenses.

And through this forum, Global MBA program initiated by Professor Uichol Kim, Inha University is developing with URI, Le Havre, Inha and Xiamen University with a plan to invite Meiji University for the participation.

After the forum, Professor Uichol Kim visited most of GU8 Universities except RMIT University to meet the deans of college of business for elaborating the work. They suggested that the every six months workshop be too cumbersome and therefore, only the final conference be held in October, 2008 at Inha University.

The 3rd Joint Research Committee (JRC) Meeting on April 17-19, 2007 at University of Haifa (see GU8 document GU8/JRC3-BACC3-LIBRARY/RES/2007-04/HAIFA)

The 3rd JRC meeting was held on April 17-19 in Haifa as adopted by the 2nd JRC meeting. The participants adopted Haifa Resolution and the major contents of the Resolution can be summarized as this:

The JRC will expedite to complete GU8 Researcher Directory and Research Roadmap as early as possible under the leadership of the new Chair, Dr. Peter Alfonso of URI. The new Secretariat and the Chair of JRC at URI will publish the Researcher Directory and produce annual report on major research activities carried out by member universities on its newly developed GU8 website.

As suggested from the 1st JRC at URI in 2004, the JRC will choose one or two global problems preferably in the areas of logistics, global climate change, and fusion technology, respectively, suitable for collaborative and comparative research. The JRC welcomed a research proposal on Best Practices in Global Logistics, Security and IT Technology Usage by Professor Jaechon Park at Inha University and agreed that a preliminary meeting of the project would be held on June 27th, 2007 at Le Havre University and plan to organize an ensuing workshop early 2008 in Hawaii, USA, to develop this topic into actual project of GU8 Consortium.

The JRC will endeavor to develop intellectual property from GU8 Consortium activities into viable business opportunities or licensing revenue streams. The main goal will be directed toward international sustainable economic development and commercialization.

The JRC will sponsor five workshops/conferences designed to promote collaboration and advance the research agenda of GU8. These include: (1) International Symposium on Advanced Technologies at Le Havre University in June, 2007; (2) Best Practices in Global Logistics workshop at East-West Center, Hawaii, January, 2008; (3) Marine Affairs workshop at URI in April, 2008; (4) Business Administration Conference at Inha University in October 10-11, 2008; (5) Business Model Innovation in the Global Era at Xiamen University in October, 2009.

The JRC elected Dr. Peter Alfonso, the then Vice-Provost, and now Vice-President, for Research and Economic Development of the University of Rhode Island as the new official Chair of the Joint-Research Committee.

And the 4th JRC and the BACC will be held at University of Le Havre on September 22-23, 2008.

**The 3rd Building Administrative Capacity Committee (BACC) meeting and the 2nd Library Workshop on April 17-19, 2007 at University of Haifa
(see GU8 document GU8/JRC3-BACC3-LIBRARY/RES/2007-04/HAIFA)**

The 3rd BACC meeting and 2nd Library workshop were also held on April 17-19 in Haifa in parallel with the 3rd JRC meeting. The conclusions that the committee adopted at the meeting are also stipulated in the Haifa Resolution and the major contents are:

The BACC will conduct a survey of topics desired by its membership for the next 4th BACC meeting in Le Havre on September 22-23, 2008. The 5th BACC meeting will be conducted through Video conferencing in 2009. The 6th BACC meeting in 2010 will be held either at Inha or Xiamen. A staff training seminar will be conducted in the next year via video conferencing. URI and Le Havre have agreed to conduct staff exchange for human resource administration and/or other areas in July 2007. The agenda for the 4th BACC meeting will include: (1) the strategic system build-up to improve administrative performance; (2) implement managerial accounting; and (3) implement internet based purchasing.

BACC will endeavor to strengthen the exchange of students and faculties among the GU8 member universities. Some problems with imbalanced or dormant student exchange programs between member universities may stem from lack of information on GU8 member universities' homepage websites. The issue also may stem from unprepared institutional procedures, including signing of bilateral agreements for student exchange between GU8 universities. A good illustration can be taken from the bilateral agreement between Inha University and Xiamen University exchanging 20 students per year. The BACC members will report the result of building the homepage information on GU8, and current status and their university plan of signing the student exchange agreement to upcoming 4th Council of Presidents (COP) meeting at Le Havre University.

The BACC elected Mr. Baruch Marzan, Vice President for Administration of the University of Haifa as the new official chair of the Building Administrative Capacity Committee. He will serve until the next 4th BACC meeting in 2008, where a new chair will be elected for the remaining two years.

In a separate Library Workshop, key librarians of GU8 have drawn up the following:

- A. GU8 member libraries have shown interest in building ad-hoc acquisition consortia. Dr. Chang Keun Kim, Vice Director of Library presented some of the barriers that we

have to overcome. Members present at the meeting agreed to go back to their libraries, research for solutions, and report back before the end of August.

Mr. Yair de-Markas from Haifa University Library will coordinate this examination. Points to be examined:

- Terms of each library's arrangements with vendors and consortia.
- What are the information needs of faculty in the GU8 fields of interest that can not be fulfilled by the local library or consortia, and might be met by consortial acquisition.
- Identifying one information product needed by the GU8 Libraries and check the economic visibility of buying it through a consortium.

B. Members suggested the development of an open access publication system by the GU8. Members agree that this idea should be further explored and has great potential for developing a prestigious venue for dissemination of research.

C. Members agreed that exchange of Librarians is an important issue and they support it strongly in principle; Gale Eaton was asked to further examine the infrastructure issues in the member libraries.

D. An interlibrary loan agreement was signed by members.

2.2. Other Activities

Apart from the above mentioned committee meetings of GU8, there have been other various activities among GU8 member universities.

This subsection describes major visits among GU8 and notable events among other things.

The Beginning of the 2nd Phase - New Chair and New Secretariat

From April 29, 2007, GU8 2nd Phase began under the new leadership of Dr. Robert Carothers, the President of University of Rhode Island, as the 2nd Chair of COP with new Secretariat based at URI. Dr. Judy Beckman, Professor in Accounting at URI, was nominated by the 2nd Chair of COP as new GU8 Secretary-General (SG), and Melissa McCarthy as the Assistant Secretary-General (ASG). The Secretariat at Inha University will endeavor to cooperate with the new secretariat for the smooth transit of information and data on GU8. To this end, former SG Young-Tae Chang agreed to prepare upcoming 4th COP

meeting and other matters by the end of July since the new SG Judy Beckman has prior commitment by then.

Important visits among GU8 members and between GU8 and potential new members

Professor Hong Huasheng of Xiamen University visited Inha University in March 18-21, 2007 to discuss about the dual degree and other cooperation on marine affairs.

Professor Uichol Kim of Inha University has met with representatives of University of Washington to discuss his proposal of holding the Business forum and Global MBA in November, 2006. Professor Jim Jiambalvo, Dean of Business School, University of Washington, has agreed to participate in the project and signed the MOU. Also, Professor Kim has met with officials at Meiji University in December 2006. From November, 2006 he have visited all of the GU8 universities, except RMIT, to meet with colleagues and to encourage them to participate in the research proposal documenting successful business models. Response to date has been very positive with most people recognizing the need and benefits in participating in the project. Professor Uichol Kim of Inha University visited Meiji University again in April 8-14, 2007 to discuss about the GU8 research project documenting Successful Business Models and to propose for joining the Global MBA program. Meiji University expressed their willingness to join the Global MBA if their submitted proposal to government agency related to this area is approved and funded.

President Seoung-Yong Hong of Inha University visited Cairo University, Egypt on April 15, 2007 to discuss about joining the GU8 Consortium and the President of Cairo University expressed his strong interests in joining the GU8 as a new member. President Ali Abdel-Rahman promised to participate in the 5th COP Meeting. President Abdel-Rahman, however, recently expressed his excuse for not coming to the 5th COP due to unexpected overlapping schedule, hoping that he can come to the 6th COP as a new member.

University of Hull in the United Kingdom contacted Inha Secretariat about joining the GU8 recommended by Xiamen University as a new member.

University of Washington suggested that Nelson Mandela Metropolitan University (NMMU) in South Africa can be a candidate to join the GU8 as a new member in Africa and the President of NMMU expressed his interests in joining the GU8 by contacting Inha Secretariat.

Master of Global Logistics (MGLM) at Graduate School of Logistics, Inha University

7 Professors from 5 member universities - such as RMIT University, URI, UW and University of Le Havre - had or will have a lecture for MGLM program at Inha University as followings.

- Professor Booi Kam of RMIT University in October, 2006
- Professor Mary Hamilton of University of Rhode Island in November, 2006
- Professor Charles-Henri Fredouet and Edouard Reppert of University of Le Havre in April and May, 2007
- Professor Jess Browning of University of Washington in May, 2007
- Professor Thomas Grigalunas of University of Rhode Island in June, 2007
- Professor Chris Whitaker of RMIT University in August, 2007

3. Future Plan of GU8

3.1. Remaining Meetings of Year 2007

The 4th EC Meeting at RMIT University on 28-30 November, 2007.

The Chair of EC, Associate Professor Eveline Fallshaw suggested that the 4th EC Meeting will be held in connection with RMIT International Conference "Partnership for World Graduate" to offer more opportunity to attract GU8 member professors.

The Meeting for Global MBA Program in October/November, 2007

As agreed by members from GU8 Business Schools at the Forum on Business Administration on Oct. 23-24, 2006, key members from URI, Inha, Le Havre and Xiamen are exploring to have a meeting either at RMIT or URI or Inha between October and November this year to discuss the details of the proposed Global MBA program and to explore possible funding sources.

3.2. Meetings of Year 2008

Best Practices in Global Logistics workshop at East-West Center, Hawaii in January, 2008

To further expedite development of joint-research program in Global Logistics arena and develop a research with global scope as the JRC has emphasized the need since the 1st JRC meeting, this proposal was suggested by Professor Jaechon Park, Inha University and was adopted by the 3rd JRC meeting in Haifa. Key researchers of GU8 plan to meet on June 27th, 2007 as a preliminary meeting to find common research interests. Then they plan to host a workshop in Hawaii in January, 2008 to invite researchers of all GU8 member universities to elaborate the research ideas and develop them into actual researches.

Marine Affairs Workshop at University of Rhode Island in April, 2008

To further expedite ongoing development of joint-education and research program in marine affairs arena, this workshop was adopted by the 2nd JRC meeting in Rhode Island and reaffirmed by the 3rd JRC meeting. Therefore, relevant member universities including the three key universities such as URI, Inha and Xiamen as well as Haifa University and other member universities should attend this workshop and follow the successful prototype model of logistics joint-education and research program. It is noteworthy that the President of Haifa University announced his plan to establish College of Marine Science this year, consisting of four departments including Marine Affairs department. President Ben-Ze'ev at Haifa University expressed his request and will to cooperate with GU8 member universities in marine affairs area.

The 4th JRC and 4th BACC Meeting at University of Le Havre University on September 22-23, 2008

The 3rd JRC and the 3rd BACC meetings in Haifa welcomed the proposal by Le Havre University to host their respective fourth meetings in September 22-23, 2008.

Business Administration Conference at Inha University in October, 2008

The Business Administration Conference as agreed by the deans of GU8 Business schools will be held at Inha University to present best practice cases on which research will be conducted by participating universities.

The 5th COP and International Conference in 2008 at RMIT University

As adopted by the 3rd COP in URI and stipulated in the Newport Declaration, RMIT will host the 5th COP in association with a major conference with the theme of Global Cities and Sustainability. The dates will be fixed at the 4TH COP.

Business Model Innovation Workshop in October, 2009 at Xiamen University

To further expedite development of joint-research program in Business Model Innovation arena, this workshop proposed by Xiamen University was adopted by the 3rd JRC meeting in Haifa.

4. Evaluation and Recommendations

Reviewing all the meetings and major activities of GU8 Consortium since the 3rd COP, the Secretariat come to conclusion that most of the plans and commitments have been

implemented in right time and right place, more importantly, with dedication and strong leadership of our GU8 member universities. Of these, major achievements can be listed as follows:

1. New initiative and momentum to conduct researches and joint-education in business administration discipline: Best practices research and Global MBA among URI, Le Havre, Inha, Xiamen and possibly Meiji
2. Progressive development in global marine affairs program among URI, Xiamen and Inha as well as possibly join by Haifa later on
3. Full-fledged function of Master of Global Logistics Management Program at Inha joined by major GU8 members: 7 professors teaching from 5 GU8 member universities this year
4. More active involvement of Haifa University: hosting two committee meetings and one workshop as well as will to cooperate with GU8 members in marine affairs program
5. Developing a pilot project with a global scale: Best Practices in Global Logistics, Security and IT Technology Usage
6. Strong and experienced leadership in COP and Joint-Research Committee: Dr. Robert Carothers and Dr. Peter Alfonso as the new chair of COP and JRC, respectively as well as the new Secretary-General Judy Beckman and Assistant SG Melissa McCarthy
7. Increasing likelihood of having more new members and many others' interests on GU8 as potential future Associate Members: (1) potential new members: Cairo University, Egypt; University of Hawaii, USA; University of Hull, UK; Nelson Mandela Metropolitan University (NMMU) in South Africa; (2) potential Associate Members: Kainan University, Taiwan; Korea Aerospace University, Korea; N+I Network Universities, France; Galati University, Romania.

However, it should be noted that there are a few areas in which GU8 should pay more attention for furtherance of future GU8 activities. These can be listed as follows:

1. Low level of participation at most GU8 activities by Meiji University
2. Expediting bilateral agreements among member universities for student exchange
3. Lack of or insufficient follow-up actions in developing joint-researches after the series of workshops except logistics area
4. Encouraging and advertising GU8 activities inside respective member universities on their websites and news letters

5. Dissemination of news and information of GU8 activities within each member university
6. Smooth transit between outgoing and incoming Secretariats as well as transfer of the GU8 website from Inha University to URI

Finally, one important item at this 4th COP should be cautiously discussed and examined regarding the process of inviting new member university of the consortium. After contacting some presidents of COP, the Secretariat recommends the procedure in two ways:

1. ***First consensus by presidents before COP then invite the new members to COP***

Any member university or the Chair of COP can invite potential new members and inform the Chair of this intension in advance before COP. Then the potential new members should submit written form of expressing to join the consortium, for instance, letter of intention, to the Chair of COP. After receiving the written form, the Chair will circulate it to all the presidents of COP for their approval on the new membership. If the Presidents all agree (please note decision-making in the Agreement of the Consortium is Consensus basis) with the new members, then the Chair will invite the new members to upcoming COP and the new members are admitted on COP.

2. ***First inviting new members by the Chair to COP then approve them at COP by presidents of COP***

As in process 1, this process also encourages any members or the Chair to contact potential new members and then notify the Chair of the intension of inviting the new members. After receiving the information on this, the Chair, however, does not ask the presidents about the approval process as in the process 1, but invites the potential new members to upcoming COPs. The Chair should ask the new member universities to submit their written form of joining the GU8 either before COP or during the COP. Then the presidents can decide if they admit their joining GU8 during the COP.

The Process 1 takes longer time in decision-making process, but has advantages of checking and validating the quality/ eligibility of new members by asking prior consensus of the Presidents to upcoming COP. The Process 2 has the advantage of fast decision-making process, but may have weakness of not filtering improper applicants before COPs. Therefore, the Process 2 can be used for the already recognized fine university like University of Hawaii and when the Chair and all the presidents feel to make swift decision-making process accordingly.

One notable thing during the 2nd COP is that all the president agreed that they should allow maximum 11 members covering up the whole continents for a while until making sure that all the members are fully committed. This implies that the Presidents would like to select new members more cautiously in the future.

Finally it was suggested by some presidents that we should ask new members to more firmly commit to joining the GU8 in view of our spent time and money to GU8. One of the illustrative suggestions is that the new members should host 2nd next upcoming COP meeting together with an international conference. This suggestion seems excellent idea so that all current members can safely approve the new members regarding their seriousness and commitments. The Associate memberships can be discussed during the 4th COP as one agenda, but it seems still too premature to invite any new members in this category in view of some dubious opinions on the benefits of this membership to current full members.