

## MINUTES

### GLOBAL U8 CONSORTIUM THE THIRD COUNCIL OF PRESIDENTS' MEETING UNIVERSITY OF RHODE ISLAND, USA September 27-28, 2006

Present: *Inha University*: Seoung-Yong Hong (President and Chair of Council of Presidents); Young-Tae Chang (Secretary-General of GU8 and Professor, Graduate School of Logistics); Paul T-W Lee, Deputy Secretary-General Global U8 Consortium Secretariat); Peter J. Rimmer, Professor, Graduate School of Logistics (Rapporteur), Elly Yu-Kyoung Jeong (Staff Global U8 Consortium); *RMIT University*: Eveline Fallshaw (Dean of Academic Development) alternate for Margaret Gardner (Vice Chancellor); *University of Haifa*: David Faraggi (Vice Rector) and Yehuda Hayuth (former President and observer); *University of Le Havre*: Camille Galap (President), Innocent Mutabazi (Vice President, Research); Nicolas Baubé (Director of Service for International Affairs); *University of Rhode Island*: Robert L. Carothers (President), Lynn Pasquerela (Chair of Joint Research Committee), [Melissa McCarthy](#) (staff), [Cathy Sears](#) (staff) and Vince Wilczynski (observer); *University of Washington*: Jess Browning (alternate for Mark A. Emmert); and *Xiamen University*: Chongshi Zhu (President); Tongwen Mao (Director of International Cooperation); Huasheng Hong (Director of Marine Studies, Coordinator of Joint Program of GU's Marine Studies); Pan Wei (Coordinator, GU8 Affairs, Xiamen University); Zuguo Liu, Yixin Liao and Jlnhan Chen (observers). There was no representative from Meiji University.

**WEDNESDAY 26 SEPTEMBER 2006**  
**Alumni Building, University of Rhode Island**

**SESSION I: OPENING CEREMONY**

The Secretary General (Professor Young-tae Chang) outlined the Agenda for delegates. Also he introduced the new symbol and logo for the GU8 Consortium that is designed with sufficiently flexibility to include additional members (Attachment I).

**I. 1 Welcoming Address**

President Robert L. Carothers of the University of Rhode Island welcomed delegates to Council of Presidents (COP) the Kingstown campus on behalf of the faculty and students.

The 3<sup>rd</sup> COP Meeting follows the Conference on National Security, Natural Disasters, Transportation and Logistics, which was one of the finest ever held at the University as it brought together the *right* people on the *right* subject in the *right* place. Recognition in the media highlighted the importance of the Conference ideas. Indeed, the Conference brought a sense of creativity and imagination to complex problems and their resolution. Importantly, the Conference provided the faculty with the opportunity to showcase their skills and provided them the opportunity to go to new places and to consider new perspectives. His thanks were extended to Professor Tom Grigalunas and Professor Young-Tae Chang for organizing the Conference.

President Carothers then proceeded to acknowledge the debt of member institutions to the vision of President Hong in establishing the Global U8 Consortium. Although the Consortium is still a fledgling institution the organization has already achieved much. More importantly, the full fruits of the Consortium's endeavors are still to come.

President Carothers reiterated his welcome to delegates and looked forward to showing them the key features of both the Kingstown and Narragansett campuses.

## **I.2 Special Award**

Before delivering his welcoming address Seoung-Yong Hong, Chair Council of Presidents and President of Inha University made a special Global U8 Leadership Award to President Carothers of URI for his work on behalf of the Consortium. The Chair highlighted that all Presidents appreciate his excellent work done for the Consortium by his University's staff and students.

## **I.3 Opening Address**

The Chair of the COP welcomed delegates to the 3<sup>rd</sup> COP during the autumn at the lovely campus of the University of Rhode Island. Autumn is a particularly auspicious time of the year to consider the Consortium's harvest. Before considering the fruits of GU8's labours special congratulations were due to Professor Robert L. Carothers and his staff at the University of Rhode Island for hosting the Meeting

The Chair reminded members of the strategic alliance forged in 2004 by the Incheon Declaration that stipulates the pursuit of global education in the specified fields of advanced technologies, business administration, global logistics and marine affairs. This arrangement allows the galvanizing of human resources to respond to current global challenges.

In the first and second sessions the Chair noted that delegates would hear about progress on the Consortium's activities from the Secretary General and the Three Chairs and need to be prepared to make decisions on certain points. The third session is earmarked for selecting the Consortium's Second Chair; deciding the timing of the 4<sup>th</sup> COP Meeting at the University of Le Havre to be held in conjunction with the High Tech Workshop; determining the host of the 5<sup>th</sup> COP; and incorporating these decisions in the Newport Declaration. In making these decisions the Chair would appreciate the presence and wisdom of fellow delegates.

Speaking as President of Inha University, Dr Seoung-Yong Hong reported that he had served as Chair of the COP and sought to direct the Consortium's Committees. He attended the 85<sup>th</sup> Anniversary of Xiamen University, which was a very successful event and he offered

President Zhu his special congratulations. Members of the Secretariat visited Japan three times and London once to have discussions with potential members. As yet, no new candidate has emerged but several have expressed an interest in joining sooner or later. Inha University has participated in all Committees and Workshops held under the auspices of the Global U8 Consortium. Special mention must be made of the opening of the Graduate School of Logistics at Inha University and the double degree arrangement in undergraduate logistics between Inha University and RMIT University. These arrangements have made Global U8 a leader in logistics education.

In 2006 Inha sent 135 students to Consortium members and received 26 students from Xiamen; this imbalance, however, needs to be resolved. In this regard, the exemption of three students from fees and a further seven at favorable rates needs to be reminded from previous commitment of GU8 Meetings. Also Inha University sent six administrative staff for training at the University of Rhode Island. Inha is also taking a lead in research projects worth nearly US\$2 million with the University of Le Havre, the University of Rhode Island and the University of Washington.

Of particular moment, Inha University has had great pleasure in submitting a proposal to Incheon Metropolitan City Government to establish second campus in Songdo New Town. This campus is designed to incorporate a Language Hub, Logistics Hub, High Tech Hub and Marine Affairs Hub.

Once again the Chair expressed his deepest gratitude to the staff and students of the host institution for their hospitality.

#### **I.4 Courtesy Remarks**

The Chair then invited each President (or alternate) to make short courtesy remarks.

*Xiamen University's* President Zhu extended his gratitude to the hosts and the Chair and Secretariat at Inha University. He noted that his University had great commitment to Global U8 and sought

involvement in all of its activities. Indeed, the University looked forward to enhancing mutual understanding through the Workshop on Nano-technology to be held in Xiamen during December 2006.

*(President Zhu presented a Chinese painting to the President of the University of Rhode Island signifying 'hope', the motto of the state and the University of Rhode Island).*

The University of Le Havre's President Camille Galap highlighted the main achievements since the last COP. Meetings and the new goals and strategies within the framework provided by the three Committees. He noted that three students from the Institut Supérieur des Etudes Logistiques (ISEL) have been studying at RMIT University and plans laid for the interchange of teaching between the University of Le Havre, Inha University and RMIT University. While the University of Le Havre is small in student's enrollment, its goals and objectives coincides with the Consortium's aspirations, allowing it to look forward to exciting new ventures.

*The University of Washington's alternate (Jess Browning) regretted the absence of President Mark A. Emmert and thanked President Hong for his leadership, the Conference host and the Secretariat's staff. He referred to the Building Administrative Capacity's Meeting at the University of Washington and the search for innovative funding.*

*The University of Haifa's alternate (David Farragi, Vice Rector) regretted the absence of his President Aaron Ben Ze'ev due to his involvement with the budget. He noted that the Conference at the University of Rhode Island demonstrated the ability of Global U8. Also he admired the work undertaken by the Chair of the COP and the Secretariat. He looked forward to hosting the Building Administrative Capacity Committee and the Joint Research Committee in April 2007. This would underline the crucial importance afforded by the University of Haifa to its membership of the Global U8 Consortium. Further alignment with Global U8 will stem from the University commencing a program in logistics.*

*(Associating himself with these remarks the former President of the University of Haifa, Yehuda Hayuth, appreciated the leadership of Inha University and the hospitality of the University of Rhode island.*

*He felt that the Conference at the University of Rhode Island executed the Incheon Declaration and provided a model for future cooperation.)*

RMIT University's alternate, Eveline Fallshaw, brought greetings from her Vice Chancellor who regretted her non-attendance. She thanked the University of Rhode Island for its hospitality and the Chair of the COP for his vision, drive and initiative. RMIT's collaboration has been increasing annually. Although the University has had three Presidents since the inception of the Consortium, it expects to duplicate its role in Education in both the Joint Research and the Building Administrative Capacity Meetings. Indeed, the University's new strategy plan — to provide a Global Passport for Students — makes its involvement in the Consortium's activities critical for its future.

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

The Report of the Secretary General (Professor Young-Tae Chang) provided an overview of GU8 activities since the 2<sup>nd</sup> GOP; a review of major activities by Committee and other activities; and an outline of GU8's future plan together with an evaluation and recommendations.

### **1. Overview**

The Xiamen Declaration in 2<sup>nd</sup> COP, May 27 2005 saw the addition of Meiji University, which transformed GU7 into GU8; all three committees held at least one meeting before the 3<sup>rd</sup> COP and there were workshops on information technology, nano-technology and economics and logistics; the 3<sup>rd</sup> COP is being held at the University of Rhode Island in conjunction with an International Logistics Conference; the 4<sup>th</sup> COP will be held at Le Havre in 2007; and future COPs will be held on a rotational basis.

Other news included the inauguration of the GU8 Master of Global Logistics Management (MGLM) at Inha University. Also double degrees were initiated between Inha University and RMIT University in undergraduate logistics; between the University of Rhode Island, Inha University and Xiamen University in marine affairs; and between

Inha University and the University of Rhode Island in engineering. Strong emphasis was made on exchanging students between member institutions. Currently provision is made for the exchange of ten students but this number is subject to review in 2007. Funding for a GU8 research program is nearing US\$2 million with member institutions contributing US\$150,000 seed money or in matching in-kind arrangements. Besides initiating a Library Workshop the Business Administrative Capacity Committee (BACC) also held a Fund Raising Workshop at the University of Washington.

Since the last COP Meeting the 3<sup>rd</sup> Education Committee Meeting was held at Le Havre University in conjunction with the Fusion Technology Workshop; the 2<sup>nd</sup> Joint Research Committee Meeting at the University of Rhode Island and an IT Workshop held at Inha University; and the 2<sup>nd</sup> BACC Meeting was held at the University of Washington together with the 1<sup>st</sup> Library and also 1<sup>st</sup> Fund Raising Workshop.

## ***2. Major Activities***

Major Committee Activities included the 2<sup>nd</sup> BACC Meeting in conjunction with the 1<sup>st</sup> Library Workshop and Fund Raising Workshop held at the University of Washington on April 20-21 2006. Attended by Inha University, University of Haifa, the University of Le Havre and the University of Rhode Island, the Meeting proposed a Staff Training Program and outlined nine projects. The Second Joint-Research Committee was held at the University of Rhode Island and was attended by Inha University, University of Haifa the University of Le Havre, the University of Rhode Island and Xiamen University. The Committee agreed to hold three more Workshops on Business Administration, Business History and Marine Affairs. An IT Workshop was held at Inha University and attended by Inha University, RMIT University and Xiamen University, which led to the signing of a Memorandum of Understanding on Joint Research.

The 3<sup>rd</sup> Education Committee (EC) meeting was held between June 26-28 at the University of Le Havre and was attended by Inha University, RMIT University, the University of Haifa, the University of Le Havre, the University of Rhode Island, the University of

Washington and Xiamen University; it resulted in the Le Havre Declaration.

On 27 June 2006 a Fusion Technology Workshop was held at the University of Le Havre and attended by Inha University, the University of Le Havre, the University of Rhode Island and Xiamen University. An agreement was forged to establish an Advanced Technology Task Force Team led by Choul-Gyun Lee from Inha University and supported by members from other GU8 institutions.

#### *Other activities*

Important visits among GU8 members and with potential new institutions Included that of: a delegation from the University of le Havre to Inha University between March 30 and April 3, 2006; visits by two Global U8 Presidents to Xiamen University on the occasion of its 85<sup>th</sup> Anniversary; and the visits by the Deputy Secretary General (Dr Paul TW Lee) to Japan on three occasions to visit Meiji University (twice) and Ritsumeikan Asia Pacific University (APU) (once) and to the United Kingdom to imperial College in the University of London.

In June 2007 the Secretary General and Yong Chul Park from Inha University met with twelve faculty from the University of Rhode Island and Kuen-chi Fu from Xiamen University at Incheon to discuss Marine Affairs; and a videoconference was also held with key faculty at Xiamen University. During August 2006 a delegation led by Vice President of Ritsumeikan Asia Pacific University visited Inha University for discussions on GU8 activities. During the same month the Acting President of the University of Hawaii (Denise Konan) visited Inha University for the same purpose.

#### *Other notable achievements*

The Graduate School of Logistics at Inha University was opened on 6 September 2006, which is being funded by a grant of US\$10 million over five years. Also the Articulation Agreement (double degree) between Inha University and RMIT University (3+1) program was signed. Under this program a student can obtain a double degree by spending three years in one institution and one year in the counterpart institution.

A proposal has been submitted to build a Second Inha Campus at Songdo New Town in Incheon, Korea. This proposition will involve establishing a Language Training Center; Logistics Hub, High-tech Hub; and Marine Affairs Center.

### **3. GU's Future Plans**

During the remainder of 2006 a Business Administration Forum is scheduled for October 23 and 24 at Inha University and a Nano-Tech Workshop for December 2006 at Xiamen University.

In 2007 the Joint-Research Committee and 3<sup>rd</sup> BACC meetings are planned together with the 2<sup>nd</sup> Library Workshop at the University of Haifa in April; the 4<sup>th</sup> Education Committee is planned for September at RMIT University, Melbourne (*later changed to April*); the 4<sup>th</sup> COP Meeting in conjunction with a High-Tech Conference is scheduled for the University of Le Havre; a Marine Affairs Workshop for the University of Rhode Island; and a Business History Workshop for Xiamen University.

### **4. Evaluation and Recommendations**

All GU8 Meetings were deemed successful: three Committee Meetings several Workshops and a Conference. Joint educational arrangements have been advanced in Logistics, Marine Affairs, Hi-Tech and Business Administration. Joint research activities are well advanced: logistics activities among Inha, Le Havre and Rhode Island have attracted funding of US\$2 million; bio-technical research between Inha and Le Havre is progressing; and there is the prospect of an APEC atlas on international trade.

Further, the Secretary General drew attention to the low level of participation at most GU8 activities by Meiji University; highlighted the need to expedite bilateral agreements for student exchange among member universities; noted the tardy or lack of follow up action in developing research proposals after workshops other than in logistics (e.g. submission of Research Directory); and highlighted the need of member universities to encourage and advertise GU8 activities within their respective universities through their web sites and newsletters.

## **SESSION II GU8 PROGRESS REPORTS AND DISCUSSIONS ON MAJOR ISSUES**

### **II. 1 COP Chair's Progress Report**

The Report provided a historical overview of the GU8 Consortium highlighting its objective and chronology; an evaluation of activities; and a discussion featuring matters of report and key decision-making points.

#### ***1, Historical Overview of GU8***

##### *Objective*

The objective of the Global U8 consortium was to develop a joint education system, which may feature common curricula, distance learning (e.g. cyber class using the Internet), credit transfer and joint degrees; to conduct joint research; and to build administrative capacity (e.g. information sharing to upgrade administrative systems to a global standard).

##### *Chronology*

A chronology of the GU8 Consortium's major activities features the 1<sup>st</sup> Council of Presidents Meeting in 2004, which led to the signing of the Agreement of the Global U7 Consortium and the Incheon Declaration

The 2<sup>nd</sup> Council of Presidents Meeting in 2005 led to the Xiamen Declaration and the transformation of GU7 into GU8 with the approval of the addition of Japan's Meiji University by the original member institutions. Subsequently, the official name became the Global U8 Consortium. Meetings of the Three Committees and Workshops up to and inclusive of the Second COP totalled eight meetings and two workshops with 159 attendees. Since the Second COP there have been four meetings and three workshops with 124 attendees; there has also been one conference..

#### ***2. Key issues and Evaluation of GU8 Activities***

The Chair of the COP drew attention to the low level of participation of Meiji University in the Consortium's activities; pinpointed tardiness in expediting bilateral student exchange agreements among member universities; emphasized the lack of follow-up activities in developing joint research activities following workshops with the exception of global logistics (with a particular stress on the need to complete the *Research Directory*); strongly encouraged the advertisement of GU8 activities among member universities; and highlighted the need to disseminate new and information of GU8 activities through the websites and newsletters of member universities.

### **3. Major Reporting Points**

The Chair of the COP reported the opening of the Graduate School of Logistics at Inha University; discussed the prospects of inviting new GU8 members from Africa and South America coupled with the need to introduce the category of Associate membership; and the need to regulate members who were frequently absent from GU8 activities, drawing attention to the past record of attendance at COP meetings, committee meetings and workshops (Attachment II). *Of particular note, is the invitation to invite five students to the Graduate School of Logistics at Inha University free-of-charge from member universities.*

### **4. Decision-making points**

The Chair of the COP raised a series of decision-making points: the need to extend the effective period of GU8 Agreement from three to five years to bring it into line with international practice; to fix the date of 4<sup>th</sup> COP & international conference to be held at the University of Le Havre in 2007; to fix the host for institution of the 5<sup>th</sup> COP in conjunction with an international Conference in 2008; and to elect the Chair of COP for next term together with transfer of GU8 Secretariat. Finally, members were requested to endorse the establishment of the Second Campus of Inha University at Songdo New Town, Incheon, which would allow the first initiative at facilitating the Global U8 Consortium's major activity centers, notably the Language Training, Logistics Hub, High-tech Hub and Marine Affairs Center.

## **II. 2 Education Committee's Progress Report**

The Chair of the Education Committee (Eveline Fallshaw) made four recommendations to the Council of Presidents regarding an Advanced Technology (AT) Center; educational hub; student mobility and staff exchanges; and the need for a glossary and updating of the web site.

***An Advanced Technology (AT) Center*** shall be established at Inha University and shall become a pilot for: broadcasting a series of seminars on AT; real-time videoconferences and web-based asynchronous conferences; face-to-face workshops and seminars; joint curriculum for one or two postgraduate courses; and a program of faculty and student exchange in AT.

An ***educational hub*** shall be established for four fields of study: *Global Logistics* at the Graduate School of Logistics at Inha University; *Marine Affairs* in the Department of Marine Affairs at the University of Rhode Island; *Advanced Technology* in the Department of Biotechnology at Inha University; and *Business Administration* at the UW Business School at the University of Washington, Seattle.

***Enhance student mobility and staff exchange*** by considering offering scholarships to students in Global Logistics, Marine Affairs, Advanced Technology and Business Administration; encouraging and facilitating faculty exchange, including spending sabbatical leave and short-term visits at member universities; and getting each member university to nominate an appropriate contact person to coordinate communications about all GU8 activities.

The Secretariat compiles and circulates a ***glossary*** of terms covering undergraduate and postgraduate degrees used by member universities and reviews the existing web site, particularly as it offers a marketing tool for prospective stakeholders.

*Discussion:*

The Committee Chair highlighted the need to address the ***imbalance***, especially with Chinese, Japanese and Korean member institutions, The dual degree between Inha University and RMIT University offers a strong model for enhancing students mobility and the RMIT

University and University of Le Havre Agreement provides a framework of staff exchange. The Chair of the COP also highlighted the need to build upon existing bilateral agreements, which allowed three students to attend without fees and concessionary arrangements for numbers of up to ten students beyond that ceiling.

Some of the **difficulties limiting student exchanges** were aired. These ranged from the loss of income by part timers when overseas, through language problems, to different school years. This prompted the proposition that the Consortium should focus on the mobility of graduate students. However, some of these problems are being addressed by a semester of lectures in English at ISEL and an increase in English courses at the University of Le Havre; the International Engineering and Language Program at the University of Rhode Island, which seeks students with language skill; and the courses at Xiamen University which features lectures on Chinese economics management and language in English. In short, the consensus was that students, graduate and undergraduate, value the opportunity for overseas experience.

The Consortium's aim should be **dual degrees** in the four designated areas of Advanced Technologies (Inha University, the University of Le Havre and Xiamen University); Business Administration (RMIT University, University of Washington, University of Rhode Island); Global Logistics (Inha University and RMIT University); and Marine Affairs (Inha University, Xiamen University, , University of Rhode Island, University of Le Havre and University of Washington).

There was a suggestion that the education hub idea could be extended to **languages**: Chinese (Xiamen University); English (RMIT University, University of Rhode Island and University of Washington); French (University of Le Havre) Japanese (Meiji University); and Korean (Inha University).

There was a recommendation that all member institutions have a **special week** for promoting the Global U8 Consortium. Already the University of Rhode Island has designated the 1<sup>st</sup> week of April as a special promotion for students. Further, the University of Le Havre has a special promotion in April 2007. Perhaps, the Secretary General should be notified of these special events for listing.

*The Education Committee's Report was endorsed and all recommendations to the COP were adopted.*

## **II. 3 Joint Research Committee (JRC)**

According to its Chair (Lynn Pasquerella), members of the JRC have agreed to prepare a roadmap of long-term research projects and a detailed strategic plan; to publish a researcher directory by GU8 strategic areas; and to present a nano-technology workshop at Xiamen in December 2006 following the one on fusion technology presented at Le Havre University in June 2006.

Further members of the JRC agreed to designate a contact person to coordinate all GU8 activities and to recruit participants for upcoming workshops in 2007: Marine Affairs at the University of Rhode Island; and Research of Business History at Xiamen University. Attention was also drawn to the series of workshops on "People, Innovation and Harmony: Organizations, Logistics and Management in the Global Era" presented by the Global U8 Consortium at Inha University, 23-24 October 2006.

### *Discussion*

Discussion was centered on three aspects of the report: the need for a Coordinator; the publication of the Research Directory; and the Road Map.

*Coordinator.* Attention was focused on the need for each member institution to have a designated internal high-level GU8 Coordinator. This discussion led to the proposition, outlined by the Committee Chair, that each member of the Global U8 Consortium shall designate a Coordinator for GU8 activities on their home campuses. The Coordinator will facilitate meetings of institutional representatives from the Education, Research and Building Administrative Capacity Committees to monitor progress and assist in the implementation of Committee initiatives. The Coordinator will communicate institutional progress to the Chairs of the respective committees so that each GU8 member institution remains informed of on-going Consortium activities. The name of the Coordinator shall be communicated to the

Secretary-General who has the task of setting out a detailed mission and job description of the position, which includes liasoning on a regular basis with each institution's members of the three GU8 Committees. (I understand that the position of the Coordinator was mentioned, ie he or she should have higher position than committee members' one.)

*Research Directory.* The Chair of the COP deemed the publication of the *Research Directory* a very important matter. Although the Haifa model provides a desirable model, problems have arisen from universities presenting their information in different formats and in a variety of languages. These issues have been exacerbated by the inability to contact appropriate people in member institutions.

*Road Map.* Once the *Research Directory* has been completed the Chair suggested that attention could then be turned to the Road Map. Particular attention needs to be paid to the lack of budget and resources for research undertakings. Bilateral and multilateral proposals needs to be advanced to the second stage (e.g. logistics proposal between Inha, Le Havre and URI) and international research proposals should be sent to the National Science Foundation for consideration.

It was agreed that there should be a division of labor between the Joint Research Committee and the Education Committee. Except in special circumstances, the Education Committee should be primarily concerned with undergraduate education and the Joint Research Committee with graduate education. However, the opportunity should be taken to align the Education hubs with graduate education.

*Following the discussion the Chair of the COP moved to accept the Report highlighting the importance of consistency in representation at the Joint Research Committee meetings.*

## **II. 4 Business Administrative Capacity Committee**

The Chair of the BACC (Tongwen Mao) expressed his gratitude to the Global U8 institutions for supporting the Committee's activities. He harked back to the Xiamen Resolution (March 2005) and noted the remit for the Committee to be involved with staff development,

library matters and financial issues. On this occasion the major issues to be considered by the COP, stemming from the Committee's Second Meeting at the University of Washington (April 2006), are the staff training and development program, the workshop on library matters and the proposals from the workshop on fundraising.

Two **staff training and development programs** were suggested:

1. College Student Personnel (CSP) Expanded Programs

- Summer One Week Institute
- Full One-Year certificate Program
- Full –time Two-Year Program

2. Benchmarking for General Electric (GE) Workshop Leadership Development Program for high-level managers in member universities.

**Library matters** include the Staff Training Program has been outlined by the University of Washington and nomination of the University of Haifa as the venue for the next Library Workshop.

The **Workshop on Fundraising** detailed nine possible projects for further development.

- Language Training
- Open House friend rising by inviting faculties, students and possible fund sources
- Port City Development & Interaction
- Nano-Technology Development
- APEC Human Resource Development Working Group project
- Educational assistance in Africa through Rockefeller Foundation
- Joining (NOAA) US National Oceanic and Atmospheric Administration – MOMAF(Korea Ministry of Maritime Affairs and Fisheries joint-projects
- Gale company project in Songdo in Incheon Korea
- Disasters & Logistics

## *Discussion*

There was general consensus that the staff development programs and the library matters were worth pursuing by member universities. There was concern that the particular staff development programs would be of little practical benefit to the Universities of Rhode Island and Washington and RMIT University that already had well-developed arrangements. While in general terms these universities support the staff development programs, the content has to be relevant. The training program initiated by the University of Rhode Island for member universities could be paralleled by offerings from the RMIT University and the University of Washington.

Concern was raised about the proposals emanating from the Workshop on Fundraising. The proposals stemming from a brainstorming session were seen as being too ill developed and superficial. Also there was a perceived danger that the BACC's proposals overlapped the roles and functions of the Education Committee and the Joint Research Committee by developing new projects. For instance, nano-tech matters are the preserve of the Joint Research Committee. The BACC needs to keep its remit in mind and not exceed its legal limits. This issue highlighted the need for closer liaison between the three Committees and the possibility of joint meetings.

## **II.5 Special Chairperson Award, 2006**

The Chair of the COP noted that all three chairs of GU8 Consortium Committees have all made excellent progress reports. He appreciated their contribution and leadership running respective committees over the last 30 months.

To select Global U8 Consortium Committee Chair Award, 2006, an array of assessments and opinions was sought on the degree to which an individual Committee Chair has succeeded in achieving the Consortium's stated objectives. Although all Chairs have made remarkable contributions, the decision was made to offer the award to the Chair of the Education Committee. Associate Professor Eveline Fallshaw has been conspicuously successful in galvanizing members

to outline and pursue an exciting agenda and in evaluating the degree to which the Committee's original objectives have been met.

## **II.6 Special Presentation: GU8 Marine Affairs Education Program**

Richard Burroughs of the University of Rhode Island provided a brief introduction to the pilot GU8 Marine Affairs Program involving Kuen-chen Fu, Benrong Peng, Young-Chul Park, Yong-Tae Chang and himself. A Triangle Program has been initiated between Inha University, the University of Rhode Island and Xiamen University offering a Master's degree in Marine Affairs with core courses taught in English (the program can be extended to include other member institutions). The arrangement is that a graduate student admitted to the Master's Program would complete the major amount of his/her work at that university (approximately 1.5 years). In addition a student may study at a partner university (0.5 to 1.0 year). Pre-approved courses successfully completed in the partner university will be transferred for credit towards the student's degree at the home university (**see Attachment III**)..

This program covers: ocean uses and marine science; marine and environment resource economics, the international law of the sea; and a marine affairs seminar as the four core courses taught in English at their home institutions. It is capable of being expanded to include oceanographic sciences. In addition to the exchange of staff and students, there is the possibility of distance learning being incorporated into the program. Details on course and the use of different types of expertise have still to be worked out. Funding for the program will be sought from the National Science Foundation.

*The Meeting adjourned to take a tour of the Kingstown and Narragansett campuses of the University of Rhode Island.*

**WEDNESDAY 26 SEPTEMBER 2006**  
**Hyatt Hotel, Newport, Rhode Island**

**Session III: GU 8Future Activities**

**Revised Agenda**

The Secretary-General (Professor Y.T. Chang) announced a revised Agenda for Session III of the Council of Presidents Meeting.

### *Revised Agenda*

1. The proposed adoption of the GU8 Logo.
2. Amendment to the Agreement on Global U7 Consortium for Education, Joint Research and Building Administrative Capacity (GU7/COP1/AGE/2004-04/INHA).
3. Fixing Dates of the 4<sup>th</sup> COP at the University of Le Havre.
4. Hosting 5th COP in conjunction with an International Conference.
5. To regulate frequent absent members of the GU8 Official Meetings.
6. Electing Chair of COP for the next term and the transfer of the GU8 Secretariat.
7. Summation of 3<sup>rd</sup> COP Meeting and Adoption of Newport Declaration.

### **III.1 The Proposed Adoption of the GU8 Logo**

*Adopted without debate.*

### **III. 2. Amendment to the Agreement on Global U7 Consortium for Education, Joint Research and Building Administrative Capacity**

The Chair of the COP noted that provision is made in **Article XI** in the Agreement on Global U7 Consortium for Consortium for Education, Joint Research and Building Administrative Capacity for member institutions to mutually agree to review the Agreement every three years (see (GU7/COP1/AGE/2004-04/INHA).). Consequently, the following changes were discussed.

## **1. Nomenclature**

All references to Global U7 throughout the Agreement shall be changed to **Global U8**.

*Adopted without debate*

## **2. Article II Para 4: Extension of Effective Period**

The proposal to change the term of the existing Agreement from three to five years to conform to international practice was adopted.

*Adopted*

**3. Article III: Structure** shall be changed in the following ways to accommodate the **election of the COP Chair**

### **Clause 1**

The word 'Chair' should be inserted and the word 'Secretariat' changed to 'Secretary-General' to read:

There shall be a Council of Presidents comprising the principal officers (or their alternates) from member institutions, which will do their utmost to facilitate the functions and objectives of the Global **U8** Consortium through a **Chair, Secretary-General** and a series of Committees.

*Adopted without debate*

**A new Clause 2 should be inserted.**

2. The Chair shall be selected from the Council of Presidents for a three-year term on a rotational basis.

The consensus was that the words 'on a rotational basis' be omitted.

*Adopted*

The clause now reads:

2. The Chair shall be selected from the Council of Presidents for a three-year term.

*Note: This position of Chair shall be determined by consensus as per Article V of the Agreement, which stipulates that all decision-making shall be by consensus.*

### **Clause 3**

The initial Clause 2 now becomes Clause 3.

The first line in the original '*There shall be a Secretariat of the U7 Consortium headed by a Secretary-General*' was deemed redundant.

*Removed as agreed.*

Clause 3 now reads:

3. The Chair of the Council shall appoint the Secretary-General after taking the Council of Presidents' advice and set out the powers, duties, conditions of service, and terms of office of the Secretary-General. The Secretary-General shall appoint the Secretariat's staff.

### **Clause 4**

The original clause 3 on Committees becomes the new Clause 4.

**4. Article VI Membership** shall be changed in the following ways to accommodate the expansion of new membership.

Clause 1

Remove the word 'founding' to read:

As of the date of entry into this Agreement the Universities that accept this agreement shall become Members of the Global U8 Consortium.

*Adopted*

A new Clause about Definition of Associate Membership should be inserted between Article VI Clause 2 and 3.

Representatives of an Associate Member Institution shall be able to participate in all GU8 activities as observers subject to the approval of the Consortium's Member Institutions.

*Adopted after debate (see discussion below) (Peter, My memory on this is that Secretariat shall develop further definitions of the 'Associate membership', its rights and obligations, the value-adding characteristics of this membership to GU8, its selection and decision-making processes by the COP later on. I don't think they agreed to adopt this )*

**5. Article XI Implementation** shall be changes in the following ways:

The member institutions mutually agree to review the Agreement every five years

***These changes were incorporated in Annex II (Attachment IV), which is an Amendment to Agreement on Global U7 Consortium for Education, Joint Research and Building Administrative Capacity (GU8/COP3/AGE-REV/2006-09/INHA).***

*Discussion:* In discussing the issue of Associate Membership the Chair of the COP suggested that there was a need to define the likely contribution of a new member institution and suggested that the Secretary-General should spell out desirable criteria.

Ideally, the Chair of the COP suggested that three new members would be welcomed from South America and Africa and possibly another from Europe.

Discussions have been held with Imperial College in the University of London, Ritsumeikan University in Japan and the National University of Singapore without eliciting a positive response.

The alternate from the University of Washington (Professor Jess Browning) suggested canvassing: (1) the United Arab Emirates University (UAEU); (2) the University of Port Harcourt, Rivers State, Nigeria; and (3) Nelson Mandela Metropolitan University (NMMU), Port Elizabeth. Funding maybe available through the Rockefeller Foundation to support the inclusion of African universities.

The President of Le Havre University (Professor Camille Galap) advised that contacts had been made with the National University of Para in Belem, Brazil.

The alternate from the RMIT University (Associate Professor Eveline Fallshaw underlined the importance of alignment and compatibility; the addition of a university in South America would add Portugese (Peter, she said this at the meeting, but in this context, the Spanish sounds more logical if we talk about adding one more from S. America unless it is from Brazil as Pres. Of Le Havre mentioned. So if we want to stick to her saying, this should be interpreted as her response to Pre. Galap's suggestion) to the list of languages studied.

The Chair of the Council of Presidents summed up the discussion by highlighting that the Consortium's expansion was Important but not critical. The number of member institutions is not significant for the time being. Eight members that understand each other well may be satisfactory for the first generation of Consortium members. Before expanding to eleven members to embrace every part of the globe it is important to specify the basic guidelines. New Members should enhance our values in advanced technologies, business administration, global logistics and marine affairs. Ideally, the new members will be located in a coastal or harbor city.

The Chair went on to highlight the need to clarify procedural matters and selection procedures. While each university is in a position to invite new members, a strong willingness on behalf of the candidate institution to abide by the Consortium's ethos is a critical characteristic. When suggesting a new member a written paper

outlining the key attributes of the candidate university should be submitted to the Chair or Secretary-General for circulation to members for comments and opinions. After evaluating the extra value the new institution offers, the Consortium through the Secretary-General may take action in inviting the leading executive of a potential new institution to address the COP as an **Associate Member**. Decision-making and final selection on full membership could be handled at the COP meeting. Clearly, this is a very delicate matter as universities are cautious about joining the Consortium. (Yes, Peter, well kept. So maybe in the above clause for Associate membership, we may say: the decision will be further considered after detailing the definition, rights and obligations of the Associate member(s), selection process by the COP or we don't have to mention or include this into the Amendment of the Agreement, but only reflects the discussions on this minutes. I prefer the latter choice)

### **III. 3 Fixing dates of the 4<sup>th</sup> Council of Presidents Meeting at the University of Le Havre**

It is proposed to hold a combined Conference and COP Meeting between Tuesday 26 June 2007 and Friday 29 June 2007. The High Tech Conference is scheduled for Tuesday 26 June 2007 and Wednesday 27 June 2007 and the COP Meeting is scheduled for Thursday 28 June 2007 and Friday 29 June 2007. As all Committee Meetings need to be held in advance of the COP, the Education Meeting to be held at the RMIT University was rescheduled for April 2007

*Discussion.* The Chair of the COP noted that the **International Conference** held at the University of Rhode Island preceding the COP Meeting was a good model for the University of Le Havre and subsequent host universities to follow: a good topic; distinguished speakers; publicised in international journals; financial sponsorship; and a high level of commitment.

Given the tight schedule before the next COP meeting the Chair of the COP advised the organizer of the Conference (Professor Innocent Mutabazi) to work closely with the Joint Research Committee. In particular use should be made of the designated hubs;

support solicited from the high-tech centers at both Xiamen University and Inha University; and sponsorship sought from the private sector.

### **III.4 Hosting 5th COP in conjunction with International Conference, 2008**

Potential candidates for the 5<sup>th</sup> COP Meeting in 2008 were the University of Haifa, Meiji University, RMIT University, and the University of Washington.

The alternate from RMIT University (Associate Professor Eveline Fallshaw) agreed to take the recommendation back to her Vice Chancellor that the 5<sup>th</sup> COP be held in Melbourne together with an International Conference on the theme of *Global Cities and Sustainability*. This theme would draw on RMIT University's reputation in engineering, architecture and business established over the past 120 years.

Following from this recommendation the University of Washington may hold the 6<sup>th</sup> COP in Seattle during 2009 with an International Conference based on its prominence in Marine Affairs.

The University of Haifa would be the candidate for the 7<sup>th</sup> COP and International Conference in 2010.

### **III.5 To Regulate Frequently Absent Members of the GU8 Official Meeting**

A Memorandum was circulated highlighting attendance of member institutions at the COP, Committees and Workshops. Subsequently, the Memorandum was corrected to take note of the exchanges between RMIT University and the University of Le Havre.

A striking feature of the Memorandum was the continuing absence of Meiji University after attending the 2<sup>nd</sup> COP Meeting at Xiamen University.

Ideally, members would prefer that Meiji University express a strong commitment to the Global U8 Consortium and take up the opportunity to exert its best efforts to become a fully participating member.

However, to cover the general situation of non-participating members, the COP suggested an amendment to Article IV of the Agreement.

Currently, Article IV reads:

Any member institution can withdraw

After considerable discussion the COP agreed to the following addition to Article IV

Frequent absences from Consortium activities for 12 months shall be drawn to the attention of the member institution. Further lack of attendance over a period of six months shall result in voluntary withdrawal.

### **III. 6 Electing Chair of COP for the Next Term of Three Years and Transfer of GU8 Secretariat**

Robert L. Carothers, President of the University of Rhode Island, was proposed to be the next Chair of the Council of Presidents by Professor Jess Browning and seconded by Associate Professor Eveline Fallshaw. He was elected unanimously to the position and will commence his term from April 2007.

The current Chair of the COP warmly welcomed President Carothers selection highlighting that in many ways he was the 'President of Presidents' having served in his current position for fifteen years. Particular attention was drawn to his role as the true builder of the University of Rhode Island's physical structure and organizational superstructure.

### **III. 7 Summation of 3<sup>rd</sup> COP Meeting and Adoption of Newport Declaration**

A draft outline of the Newport Declaration was provided to the COP and after amendments it finally read as follows (GU8/COP3/DEC/2006-09/URI).

## **NEWPORT DECLARATION**

**(GLOBAL U8 CONSORTIUM DECLARATION OF SEPTEMBER 28,  
2006)**

Representatives of Member Institutions,

Representing universities in the global consortium (hereafter referred to as the Global U8 Consortium) held at the University of Rhode Island, USA on September 27 and 28, 2006,

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. The COP endorsed the historic achievements embodied in the conclusions of the Three Committee Meetings on Education, Joint-Research and Building Administrative Capacity respectively, held since the Second Council of Presidents (COP) Meeting in May 2005, which have followed and elaborated the direction of cooperation among universities as agreed by the Consortium.
2. The COP agreed that 3 effective years designated in the Agreement on Global U8 Consortium for Education, Joint Research and Building Administrative Capacity signed among member institutions in April 2004 shall be extended to 5 years from the termination date of the Agreement.
3. The COP commended the University of Rhode Island for hosting the successful conference on National Security, Natural Disasters, Transportation and Logistics and congratulated the President and his staff for successfully hosting the 3rd COP Meeting.

4. The COP agreed that its Fourth meeting will be held at the University of Le Havre in June 2007 in conjunction with a High-Tech Conference; and the COP also welcomes the willingness of RMIT to consider hosting the 5th COP meeting in association with a major conference with the theme of Global Cities and Sustainability.

5. The COP elected unanimously the President of the University of Rhode Island, Dr. Robert L. Carothers as the Second Chair of the Council of Presidents for three years commencing from the April 29, 2007. During his term of office, the Secretariat of Global U8 Consortium will be based at the University of Rhode Island and the Chair shall nominate the Secretary-General. The COP acknowledges and commends the strong leadership, creative and innovative ideas and utmost devotion exerted by the inaugural Chair of the Council of Presidents, Dr. Seoung-Yong Hong during his term of office. In appreciation of his contribution to the Consortium, the COP decided to grant him 'Honorary Chair of the COP' upon the termination of his term of office.

6. The COP approved the recommendation by the Education Committee that an educational hub be set up for each of the following four fields with the task of designing and implementing joint education program: (1) Global Logistics: Graduate School of Logistics at Inha University; (2) Marine Affairs: Department of Marine Affairs at the University of Rhode Island; (3) Advanced Technology: Department of Biotechnology at Inha University; and (4) Business Administration: UW Business School at the University of Washington. The COP members were reminded to fully implement the prior commitment for increasing the number of exchange students that tuition fees for up to three (3) students will be exempted and the remaining seven (7) students will pay fees at a favorable rate.

7. The COP recognized and commended the two successful joint-education efforts of the GU8 Consortium in concluding a double degree program (3+1) in undergraduate logistics between RMIT University and Inha University in July 2006 and establishing the Graduate School of Logistics at Inha University from September 2006. The COP also acknowledged the value and progress made by URI, Xiamen University and Inha University in developing a dual degree

program in Marine Affairs and recommended URI and Inha University to expedite the development of a dual degree program in the Engineering arena.

8. The COP appreciated the joint endeavors of the Joint Research Committee in having sponsored five workshops designed to promote collaboration and advance the research agenda of GU8, as agreed by the First Joint Research Committee in Newport, Rhode Island in 2004. The COP acknowledged that the repercussions of the workshops had led to developing various joint research projects to the extent that the target of US\$ 10 million fund-raising stipulated by the Newport meeting could be achieved in the foreseeable future. The COP encouraged members of the GU8 to conduct more active and extensive research with a prime focus on global issues.

9. The COP welcomed the first edition of *Fact Book* of member institutions developed by BACC and encouraged GU8 members to further develop and update their own information on regular basis. The COP recognized the importance and progress in exchanging library information and staff training programs among member universities and recommended that the BACC to accelerate these activities in the near future.

10. The COP endorsed the establishment of the Second Campus of Inha University at Songdo New Town, Incheon, allowing Inha University to take the first initiative of facilitating the Global U8 Consortium's major activity centers such as: (1) the Language Training Center; (2) Logistics Hub; (3) High-tech Hub; and (4) Marine Affairs Center.

11. The COP welcomed the following meetings and recommended that GU8 members dispatch relevant delegations to: (1) Business Administration Forum to develop joint education and research on October 23-24, 2006 at Inha University; (2) Nano-Technology Workshop at Xiamen University in December, 2006; (3) Marine Affairs Workshop at URI in 2007; (4) Business History Workshop at Xiamen University in 2007; (5) The Third Joint Research Committee and the Third Building Administrative Capacity Committee in conjunction with a Library Workshop at University of Haifa in 2007; (6) The Fourth Education Committee at RMIT in April, 2007; and (7) The Fourth COP,

in conjunction with a High-Tech Conference, at the University of Le Havre in June, 2007.

12. A GU8 logo and symbol designed by Inha University was officially accepted to be used in all official GU8 activities.

13. A series of amendments were made to the Agreement on Global U7 Consortium for Education, Joint Research and Building Administrative Capacity, which changed all references from Global U7 to Global U8; altered the organization's structure to recognize the role of the Chair and Secretary-General; agreed that the Chair of the COP should be elected for a three-year term; redefined the role of the Secretary-General; noted the change in the agreement from three to five years; and developed a mechanism for dealing with frequently absent member institutions.

14. The COP decided that each member of the Global U8 Consortium shall designate a Coordinator for GU8 activities on their home campuses. The Coordinator shall facilitate meetings of institutional representatives from the Education, Research and Building Administrative Capacity Committees to monitor progress and assist in the implementation of Committee initiatives. The Coordinator shall communicate institutional progress to the Chairs of the respective committees so that each GU8 member institution remains informed of on-going Consortium activities

## ATTACHMENT 1

### DESCRIPTION OF GU8 SYMBOL AND LOGO

#### Description of GU8 Symbol & Logo



The symbol, forged upon the symbolism of laurel leaves, signifies victory and hope and displays the U8 Consortium's goals and mission.

A Circular shape hovers over the GU8, denoting the sun, as two arms resembling branches are raised toward the sun, to symbolize striving for preeminence.

The main color Green and secondary color Orange signify growth and development, and passion respectively.

## ATTACHMENT II

## GU MEMBERS' ACTIVITIES EVALUATION

		RMIT	Xiamen	Le Havre	Inha	Haifa	URI	UW	Meiji
Participating COP	President	1	3	3	3	2	2	1	
	Representative	2				1	1	2	1
	Absence								1
COP			1 (2nd)	1 (4th)	1 (1st)		1 (3 <sup>rd</sup> )		
Committee Meeting	Be Held or Plan	2 (1 EC, plan to 4 EC)	2 (1 BACC, 2 EC)	1 (3 EC)		2 (Plan to 3 JRC and 3 BACC)	2 (1, 2 JRC)	1 (2 BACC)	
	Number of Attendees	4	5	5	5	3	5	5	1
Workshop	Be Held or Plan		2 (Plan to NT and Business History)	2	3 (IT ,BT Bsiness Administ ration )	1 (Plan to Library)	3 (Logistics 2, plan to Marine Affairs)		
	Number of Attandee	3	4	3	4	0	3	3	0
Seed Money	Agree			0	0				
	Reject					0			
	No reply	0	0				0	0	0
GU8 PR in website	Yes			0	0				
	No	0	0			0	0	0	0
Agreement on Student Exchange	Ageee 3 Students Exchange with exemption			0	0				0
	Progress Status		Comple ted	Compl eted			Completed	On going	On going
Dual Degree	Progress Status	Compl eted	On going				On going		

Joint Research	Progress Status		Normal	Normal			Positive	Normal	
Fact Sheet		Good	Good	Good	Good	Good	Good	Good	Normal
e-mail		Good	Good	Good	Very Good	Lately Good	Good	Normal	Normal
<b>Synthetic Judgment</b>		<b>Positive</b>	<b>Very Positive</b>	<b>Positive</b>	<b>Very Positive</b>	<b>Positive</b>	<b>Very Positive</b>	<b>Normal</b>	<b>Very passive</b>

## ATTACHMENT III

### GU8 MARINE AFFAIRS EDUCATION PROGRAM — FINAL JUNE 26, 2006

#### GU8 Marine Affairs Education Program

**Contributors:** Kuen-chen Fu, Benrong Peng, Young-Chul Park, YT Chang, and Rick Burroughs

**Background.** The Global Universities Consortium Agreement of 2004 identifies Marine Affairs education and research as a focus for its global education alliance. Representatives of Inha University, Xiamen University, and the University of Rhode Island met on May 11, 2006 to explore mutual interests in this topic. Subsequently representatives of these universities have corresponded by email to create the Triangle Program below. We request that the GU8 Education Committee and Council of Presidents approve this program in concept at the June 2006 meeting of the Consortium.

**Triangle Program.** The core courses required for a Master's degree in Marine Affairs are: ocean uses and marine science, marine and environmental resource economics, international law of the sea, and marine affairs seminar. Inha University, Xiamen University, and the University of Rhode Island will offer similar courses as shown in the table below. The core courses will be taught in English. A graduate student admitted to the Master's Program of one of the three universities will complete the major amount of her/his work at that university (approximately 1.5 years). In addition a student may study at a partner university (0.5 to 1.0 year). Preapproved courses successfully completed at the partner university will be transferred for credit toward the student's degree at the home university.

	Inha	URI	Xiamen
Ocean uses and marine science	BFA75	MAF 511	--- Marine Science and ocean uses
Marine and environmental resource economics	CCA44 or CDA62	REN 514	--- Marine resource economics or --- Economic Analysis of Marine Policy
International law of the sea	DAA38	MAF 577	--- International law of the sea and oceanic legal policy
Marine affairs seminar		MAF 651	

Inha University lists a total of 37 courses in marine affairs. Xiamen University already offers a total of 17 courses pertinent to this degree. The URI catalog contains a

total of 77 graduate courses in Marine Affairs, Resource Economics, and Oceanography. These lists will for the basis for identifying elective courses for the degree.

Research that involves students and faculty from multiple universities will be a regular part of this program and may occur through special collaborative courses or through workshops.

## ATTACHMENT IV

### ANNEX II

GU8/COP3/AGE-REV/2006-09/INHA

#### **Amendment to the Agreement on Global U7 Consortium for Education, Joint Research and Building Administrative Capacity**

Provision is made in **Article XI** in the Agreement on Global U7 Consortium for Consortium for Education, Joint Research and Building Administrative Capacity for member institutions to mutually agree to review the Agreement every three years.

1. The opportunity is taken to change all references from Global U7 to **Global U8**.
2. **Article III: Structure** shall be changed in the following ways

##### **Clause 1**

The word 'Chair' should be inserted and the word 'Secretariat' changed to 'Secretary-General' to read:

There shall be a Council of Presidents comprising the principal officers (or their alternates) from member institutions, which will do their utmost to facilitate the functions and objectives of the Global **U8** Consortium through a **Chair, Secretary-General** and a series of Committees.

##### **A new Clause 2 should be inserted.**

2. The Chair shall be elected from the Council of Presidents for a three-year term.

*Note: This position will be determined by consensus as per Article V of the Agreement that all decision-making shall be by consensus.*

##### **Clause 3**

The initial Clause 2 now becomes Clause 3.

The first line in the original '*There shall be a Secretariat of the U7 Consortium headed by a Secretary-General*' is redundant and removed so that the clause now reads:

3. The Chair of the Council shall appoint the Secretary-General after taking the Council of Presidents' advice and set out the powers, duties, conditions of service, and terms of office of the Secretary-General. The Secretary-General shall appoint the Secretariat's staff.

#### **Clause 4**

The original clause 3 on Committees becomes the new Clause 4.

**3. Article VI Membership** shall be changed in the following ways:

#### **Clause 1**

Remove the word 'founding' to read:

As of the date of entry into this Agreement the Universities which accept this agreement shall become **Members** of the Global U8 Consortium.

#### **Clause 3**

The following is to be added to the existing clause which reads: 'Any member institution may withdraw from this Agreement by giving six months written notice to the Chair of the Council of Presidents'.

Frequent absences from Consortium activities for 12 months shall be drawn to the attention of the member institution. Further lack of attendance over a period of six months will result in voluntary withdrawal.

The revised clause now reads:

3. Any member institution may withdraw from this Agreement by giving six months written notice to the Chair of the Council of Presidents. Frequent absences from Consortium activities for 12 months shall be drawn to the attention of the member institution. Further lack of attendance over a period of six months will result in voluntary withdrawal.

**4. Article XI Implementation** shall be changed in the following ways:

#### **Clause 4**

Three years should be changed to five years to read:

4. The member institutions mutually agree to review the Agreement every **five** years.

***Done at the University of Rhode Island, USA, this twenty-eighth day of September, two thousand and six.***

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**Vice Chancellor Margaret Gardner**  
***For Royal Melbourne Institute of Technology University, Commonwealth of Australia***

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**President Chongshi Zhu**  
***For Xiamen University, People's Republic of China***

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**President Camille Galap**  
***For University of Le Havre, Republic of France***

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**President Seoung-Yong Hong**  
***For Inha University, Republic of Korea***

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**President Aaron Ben-Ze'ev**  
***For University of Haifa, State of Israel***

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**President Robert L. Carothers**  
***For University of Rhode Island, United States of America***

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**President Mark A. Emmert**  
***For University of Washington, United States of America***

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**President Hiromi Naya**  
***For Meiji University, Japan***