

**Global U7 Consortium
Second Steering Committee
2004. 02. 24-28
(Rapporteur Peter Rimmer)**

Present (alphabetical order): Jess Browning (University of Washington), Young-tae Chang (Inha University), Seog-yon Cho (Inha University), Inheun Choi (Inha University), Liping Deng (Xiamen University), Hong Kyong-yup (Inha University), Booi Kam (RMIT University, Melbourne), David Kent (Inha University), Jae Gwang Lee (Inha University), Maoqing Li (Xiamen University), Xiaobin Liu (Xiamen University), Tongwen Mao (Xiamen University), Min Gyu Park (Inha University), Peter Rimmer (Australian National University), Zixing , Su (Xiamen University), Janett Trubatch (University of Rhode Island), Junyi Weng (Xiamen University), Shinong Wu (Xiamen University), Robert Wuthrick (University of Le Havre), Dongxing Yuan (Xiamen University), Zhenlong Zheng (Xiamen University) and Chongshi Zhu (Xiamen University).

PROGRAM

After the opening of the meeting including welcoming remarks, introduction of participants, election of co-chair and rapporteur the four parts of the Agenda were discussed.

Part I: Agreement of Global U7 Consortium for Education, Joint Research and Building Administrative Capacity (SSC/AGE/REV1)

(Co-Chair Jess Browning and Robert Wuthrick)

- *Remaining Issues from the First Steering Committee*

It was agreed that: the title Global U7 Consortium be retained for the likely core group of members but that it can be reconsidered once additional universities join.

- *Form of Agreement Regarding Annexes*

There was response from a potential member institution that there was no legal agreement to connect Annexes and the Agreement (SSC/LEH/ORG). Therefore, it was agreed that Annex I, II and III be incorporated in the Agreement as Articles IX, X and XI. This required the redrafting of Articles I, III, VI and drafting of Articles IX, X and XI as detailed here and shown in Appendix I.

Article. I Scope

1. Based on the principal of equality, mutual benefit, and reciprocity, the Global U7 Consortium shall promote the following three main areas:
 - a) education;
 - b) joint research; and
 - c) building administrative capacity.

Other items unchanged

Article III. Structure

1. 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 U7 Consortium through a Secretariat and a series of Committees.
2. There shall be a Secretariat of the U7 Consortium headed by a Director. The Chair of the Council of Presidents shall appoint the Director and set out the powers, duties, conditions of service, and terms of office of the Director. The Director shall appoint members of the staff of the Secretariat.
3. There shall be separate Committees composed of a representative nominated by each member institution on:
 - a) education;
 - b) joint research;
 - c) administrative capacity; and
 - d) and any other committees.

The Committees shall meet as necessary for the purpose of affording a regular forum for cooperation. The Committees shall establish their respective rules and procedures subject to the approval of the Council of Presidents.

Article VI. Membership

1. As of the date of entry into this Agreement, the universities, which accept this Agreement shall become founding Members of the Global U7 Consortium.
2. Other university may accede to this agreement, on terms to be agreed between them and the Global U7 Consortium.
3. Any member institution may withdraw from this Agreement by giving six month written notice.

Article VIII Joint Education

1. The Education Committee shall consider the possibilities of:

- a) program alignment and credit transfer between institutions;
- b) the encouragement of student mobility among members institutions
- c) the conferral of joint degrees;
- d) the establishment of intensive language courses available at member institutions (e.g. English, French, Korean, Mandarin etc.) and their integration within specialized fields such as Global Logistics, Business Administration, Marine Affairs and Advance Technologies.

Article IX Joint Research

1. The Joint Research Committee shall establish interdisciplinary investigations covering areas of mutual interest, particularly those receiving wide public and private sector support, and especially Global Logistics, Business Administration, Marine Affairs and Advanced Technologies.
2. Each Research Program, prior to implementation, shall be subject to an agreement concerning intellectual and industrial rights.

Article X Building Administrative Capacity

1. The Building Administrative Capacity Committee shall be charged with improving the capacity of administrative staff through the implementation of collaborative training programs, which might include:
 - a) sharing Visions and Strategies in Formulating Long-term Development Plans
 - b) assistance with Administrative Organization to improve efficiency; and
 - c) Exchange of Library and other Information.

Article XI Implementation

1. The Council of Presidents shall review the programs and their financial considerations on an annual basis.

Other items unchanged

- *Redrafting of Article VII Budget*

After considering a response from potential member institution it was agreed that Article VII be re-titled and redrafted to read:

Article VII Financial Support

The Council of Presidents should seek creative ways to fund the group's initiatives in education, joint research and building administrative capacity.

- *Chair of Presidents Council*

It was agreed that:

1. The President of Inha University should be Chair of the Presidents Council for the first three years.
2. As per the Agreement the President of Inha University should provide the Secretariat of the Global U7 Consortium for the three year term.
3. These decisions should be part of a Joint Announcement highlighting the impending implementation of the Global U7 Consortium.

- *Joint Announcement*

The Joint Announcement envisaged in Part III should include that:

1. The President of Inha University will be the Inaugural Chair of the Presidents Council of the Global U7 Consortium and its Secretariat will be based at Inha University.
2. A Language Training Center will be established at Songdo New Town in Incheon as the Consortium's initial project. Although English will be the language of instruction it is expected to incorporate the languages of Consortium members (French, Korea, Mandarin etc.).

Part II: Establishing Organization

(Co-chair: Booi Kam and Janett Trubatch)

- *Presentation of Draft U7 Home Page by Chang Young-tae*

The presentation highlighted the provision for listing the characteristics of the constituent universities, research activities, forum (incorporating listserv), events and links.

It is left to the constituent universities to incorporate reference to Global U7 on their web sites.

- *Formation of Working Committees on Education, Joint Research and Administrative Capacity Building*

1. The following were nominated as the Interim Working Coordinators of the three Committees:
 - a) Education (Booi Kam, RMIT University, Melbourne);
 - b) Joint Research (Janett Trubatch); and

- c) Administrative Capacity (Tongwen Mao, Xiamen University).
2. The task of the Interim Working Coordinator of the Education Committee is to establish:
 - a) terms of reference; and
 - b) rules and regulations regarding the exchange of students and staff between component institutions (credit transfers and joint programs are seen as longer-term goals and will be done consistent with university regulations).
3. The task of the Interim Working Coordinator of the Joint Research Committee is to:
 - a) establish terms of reference;
 - b) identify researchers in the fields of logistics, business administration, information technology and marine affairs who wish to participate in the Consortium's activities (including its web site);
 - c) list research projects and opportunities for research funding; and
 - d) consider Conference on Ports, Multimodal Transport, Logistics and Environment at the University of Rhode Island in February 2005.
4. The task of the Interim Working Coordinator of the Building Administrative Capacity Committee is to:
 - a) establish terms of reference;
 - b) facilitate cooperation in student affairs;
 - c) arrange focused administrative staff exchanges; and
 - d) consider the offer from the University of Rhode Island to establish a Public Service Institute for members of the Consortium (time and place to be decided).
5. The Secretariat will contact President re-members of Committees with suggested nominees (where appropriate) or seek the names of appropriate contacts.

Part III: Agreement of the Joint Announcement

(Co-chair: Young-tae Chang and Tongwen Mao)

- *Preparing the Joint Announcement by Council of Presidents on April 29 2004 (SSC/COP/PRG)*
1. It was agreed to produce two documents.
 - a) The Global U7 Consortium Declaration of 29 April 2004 (see version as amended in Appendix II); and

b) Background Paper: History and Future Prospects for Global U7 Consortium (see version as amended in Appendix III).

- *Preparing Presidential Meeting on April 29-30 2004*
(SSC/COP/ORG)
 1. Young Tae Chang elaborated the three consecutive events of:
 - a) Northeast Asia Logistics Development in the 21st Century;
 - b) Global U7 Consortium for Education, Joint Research and Building Administrative Capacity; and
 - c) Korea-Netherlands Logistics Seminar.
 2. The second event will incorporate the Council of Presidents Meeting of the Global U7 Consortium at which the individual Presidents will give brief addresses (5 minutes) and the Agreement will be signed.
 3. A full program of events for the Delegation of Global U7 was outlined.

Part IV: Final Review and Conclusion
(Co-chair: Peter Rimmer and Junyi Weng)

- *Final Review*
 1. Representatives considered:
 - a) the Agreement on Global U7 Consortium for Education, Joint Research and Building Administrative Capacity;
 - b) the Global U7 Consortium Declaration of 19 April 2004; and
 - c) the Background Paper: History and Future Prospects for Global U7 Consortium, which will be inserted in the Press Pack.
 2. Minutes were distributed and any specific comments on their contents should be directed to the Secretary-General.
- *Conclusion*

The Vice Chancellor of Xiamen University and Tongwen Mao and his staff were thanked for their kind hospitality and effort in hosting the Second Steering Committee. This was received with acclamation.

APPENDIX I

**Agreement on Global U7 Consortium for Education, Joint Research
and Building Administrative Capacity**

Preamble

The member institutions to this Agreement,
Envisioning a long-term blueprint for a state-of-the-art globalized tertiary education system,
Characterizing the Global U7 Consortium as a global educational strategic alliance,
Meeting a growing demand for cross-cultural education, joint research, and building administrative capacity,
Agreed as follows:

Article I

Scope

1. Based on the principles of equality, mutual benefit, and reciprocity, the Global U7 Consortium shall promote the following three main areas:
 - e) education;
 - f) joint research; and
 - g) building administrative capacity.
2. The Global U7 Consortium shall facilitate bilateral and multilateral cooperation in the fields of Global Logistics, Business Administration, Marine Affairs and Advanced Technologies such as information technology, bio-technology and nano-technology. This may include interdisciplinary activities that meet the needs of the broader community.

Article II

Functions

1. The Global U7 Consortium shall facilitate the implementation, administration and operation of this Agreement.
2. The Global U7 Consortium shall provide the forum for education, joint research, and organizational cooperation among its member institutions concerning challenges confronting tertiary education.

Article III

Structure

1. 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 U7 Consortium through a Secretariat and a series of Committees.
2. There shall be a Secretariat of the U7 Consortium headed by a Secretary-General. The Chair of the Council of Presidents shall appoint the Secretary-General and set out the powers,

duties, conditions of service, and terms of office of the Secretary-General. The Secretary-General shall appoint members of the staff of the Secretariat.

3. There shall be separate Committees composed of a representative nominated by each member institution on:

- (a) education;
- (b) joint research; and
- (c) building administrative capacity.

The Committees shall meet as necessary for the purpose of affording a regular forum for cooperation. The Committees shall establish their respective rules and procedures subject to the approval of the Council of Presidents. New Committees may be formed as needed.

Article IV
Meetings

The Council of Presidents shall meet once a year. Ad hoc meetings may be held as determined by the Council of Presidents.

Article V
Decision-Making

The Global U7 Consortium decision-making shall be by consensus.

Article VI
Membership

1. As of the date of entry into this Agreement the universities which accept this Agreement shall become founding Members of the Global U7 Consortium.

2. Other universities may accede to this agreement, on terms to be agreed between them and the Global U7 Consortium.

3. Any member institution may withdraw from this Agreement by giving six month written notice to the Secretariat.

Article VII
Financial Support

The Council of Presidents shall seek creative ways to fund the group's initiatives in education, joint research and building administrative capacity.

Article VIII
Education

The Education Committee shall consider the possibilities of:

- (a) program alignment and credit transfer between institutions;
- (b) the encouragement of student mobility among member institutions;
- (c) the conferral of joint degrees; and
- (d) the establishment of intensive language courses available at member institutions (e.g. English, French, Korean, Mandarin etc.) and their integration within specialized

fields such as Global Logistics, Business Administration, Marine Affairs and Advanced Technologies.

Article IX
Joint Research

1. The Joint Research Committee shall establish interdisciplinary investigations covering areas of mutual interest, particularly those receiving wide public and private sector support, and especially Global Logistics, Business Administration, Marine Affairs and Advanced Technologies.

2. Each research program, prior to implementation, shall be subject to an agreement concerning intellectual and industrial rights.

Article X
Building Administrative Capacity

The Building Administrative Capacity Committee shall be charged with improving the capacity of administrative staff through the implementation of collaborative training programs, which may include:

- (a) sharing visions and strategies in formulation long-term development plans
- (b) assistance with administrative organization to improve efficiency; and
- (c) exchange of library and other information.

Article XI
Implementation

1. The Council of Presidents shall review the programs and their financial considerations on an annual basis.

2. The effective date of this Agreement shall coincide with the first Council of Presidents' meeting.

3. This Agreement may be amended by mutual consent of the member institutions and only by an instrument in writing duly executed on behalf of the member institutions.

4. The member institutions mutually agree to review this Agreement every three years.

In collaboration, the representatives of member institutions have signed the present Agreement at Inha University, Incheon, Korea, the twenty-ninth day of April, two thousand four.

For Royal Melbourne Institute of Technology University, Australia
Vice Chancellor Ruth Dunkin

For Xiamen University, China
President Chongshi Zhu

For University of Le Havre, France
President Pierre-Bruno Ruffini

**For University of Haifa, Israel
President Yehuda Hayuth**

**For Inha University, Incheon, Korea
President Seung-Yong Hong**

**For University of Rhode Island, Kingston, United States
President Robert Carothers**

**For University of Washington, Seattle, United States
President Lee L. Huntsman**

APPENDIX II

GLOBAL U7 CONSORTIUM DECLARATION OF 29 APRIL 2004

Representatives of Member Institutions,

Representing the seven universities in the global consortium (hereafter referred to as the Global U7 Consortium) held at Inha University, Korea on 29 April 2004,

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 U7 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 Member Institutions salute the historic achievement represented by the conclusion of the Steering Committee, which they believe will strengthen, widen and deepen the level of cooperation among these universities in Global Logistics, Business Administration, Marine Affairs and Advanced Technologies. In particular, the representatives support that the Global U7 Consortium will concentrate its cooperative and collaborative efforts on education, joint research and building administrative capacity.
2. Representatives of Member Institutions declare that the establishment of the Global U7 Consortium will comprise 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. A Global U7 web site (<http://u7.inha.ac.kr>) has been established to report progress on the Consortium.
3. Representatives of joint Member Institutions agree that upon signing the Agreement on Global U7 Consortium for Education, Joint Research and Building Administrative Capacity in April 2004 the President of Inha University (Seoung-Yong Hong) will become the inaugural Chair of the Council of Presidents for three years. During his term of office the Secretariat of Global U7 will be based at Inha University and Professor Young-Tae Chang will be the Secretary-General.
4. Representatives of Member Institutions also agree to appoint Interim Coordinators who will work towards establishing the composition and terms of reference for the proposed Working Committees on Education, Joint Research, and Building Administrative Capacity.
5. Representatives of Member Institutions welcome the first initiative of the Global U7 Consortium creating the Language Training Center at Songdo New Town, Incheon. This Language Training Center will evolve with English as the language of instruction eventually incorporating the languages of other Consortium members such as French, Korean and Mandarin. Other initiatives include the establishment of a Public Service Institute for building administrative capacity and a Conference on Ports, Multimodal Transport, Logistics and Environment at the University of Rhode Island.
6. Following the adoption and signing of the Agreement on Global U7 Consortium for Education, Joint Research and Building Administrative Capacity, representatives of Member Institutions declare that the work of Global U7 Consortium shall commence.

APPENDIX III

BACKGROUND PAPER: HISTORY AND FUTURE PROSPECTS FOR GLOBAL U7 CONSORTIUM

Korea's Inha University in Incheon has had longstanding relationships with other universities around the world. With the continuing globalization of the education market more focused partnerships are required. Responding to the challenge, Inha University has sought to develop networks with globally-recognized universities by its fiftieth anniversary in April 2004. On that occasion, Inha University will launch its road map for the future. This vision will advance the strategies and action implemented since President Seoung-Yong Hong commenced his term of office at Inha University in 2002.

Since that time, President Hong and key faculty have sought to widen and deepen the level of cooperation with globally-recognized universities. After extensive contacts, Inha University and a select group of institutions have discussed the establishment of a Global University Consortium, which will lead to the signing of a Memorandum of Understanding by the respective Presidents in April 2004. Collaboration between faculty and administrative staff, notably heads of international cooperation offices of both Inha University and other universities, have elaborated the idea of the Consortium, particularly through joint steering committee meetings in Cheju Island and Xiamen, and courtesy visits.

The outcome of these interchanges has been the decision to proceed with the establishment of the 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 Washington, Seattle, and the University of Rhode Island, Kingston.

Rationale

The Global U7 Consortium is proposed at a time when major challenges are confronting higher education stemming from globalization, the resulting complexity and competitiveness of both labor markets and product markets, and the increasing rapidity of technological change. The world is shrinking, and people and institutions are becoming more interdependent than ever due to developments in communication technology and the free movement of capital across national borders. Globalization can be a whirlwind: local, national, and regional economies have become interlocked and interdependent. In addition, computer-mediated technologies provide a highly cost-effective way to obtain much of the information and knowledge that used to be provided by universities. Therefore, there is reason to believe that much higher or tertiary education will be electronically delivered in the near future. These recent developments in communication technology create serious problems for "traditional" residential universities.

Many institutions may disappear in the future. Those that survive may have to offer students what they cannot get from virtual universities and they may become more highly selective and expensive. Thus, recent developments around the world pose serious challenges for higher education. Globalization of the product- and service-markets, including the educational market and rapid improvements in communication technologies, require a completely different approach to education. Before education itself can become a global enterprise, bridges must be built across longstanding cultural boundaries and academic disciplines. Educational institutions must take a leadership role in both envisioning and preparing for the needs likely to emerge early in this new millennium.

The current system of university education with all the required educational courses and research at a single institution is unlikely to persist in the future. Yet universities lend themselves to the unbundling of resources and capacities to maximize their education potential. The new unbundled system will involve open arrangements of ‘contracting in’ and ‘contracting out’, and the exchange of students and faculty with allied universities, and joint cooperation in education and research. On a global scale universities are not each other’s competitors. Strategic competition derived from a global alliance of universities will strengthen and diversify capabilities, and provide more scope and capacity to innovate. Thus, the proposed Global U7 Consortium will give allied institutions several key advantages that are complementary, cost-saving and, above all, beneficial from an educational perspective.

Major Activities

Recognizing the need for Global Logistics, Business Administration and Advanced Technologies, (e.g. information technology, bio-technology, nano-technology), the Global U7 Consortium will concentrate its cooperative and collaborative efforts on education, joint research and building administrative capacity to meet this demand. Envisioning a long-term blueprint for a state-of-the-art globalized education system, the Consortium’s objectives seek to provide for: (1) cross-cultural education through student and faculty exchange and working towards the adoption of innovative curricula; (2) interdisciplinary activities by conducting joint research and expanding outreach programs; and (3) global cooperation among university administrations.

Upon signing the Agreement of Global U7 Consortium in April 2004 the President of Inha University (Seoung-Yong Hong) will become the inaugural Chair of the Council of Presidents for three years. During his term of office the Secretariat of Global U7 will be based at Inha University and Professor Young-Tae Chang will be the Secretary-General. A Global U7 web site (<http://u7.inha.ac.kr>) has been established to report progress on the Consortium. Also three Interim Coordinators have been appointed who will work towards establishing the composition and terms of reference for the proposed Working Committees on Education, Joint Research and Administrative Capacity Building

The first initiative of the Global U7 Consortium will be the proposed Language Training Center at Songdo New Town, Incheon. The Language Training Center will evolve with English as the language of instruction, eventually incorporating the languages of other Consortium members such as French, Korean and Mandarin. Other initiatives include the establishment of a Public Service Institute for building administrative capacity and a Conference on Ports, Multimodal Transport, Logistics and Environment at the University of Rhode Island.