



**Report on APRU Forum
In conjunction with APRU's 4th Senior Staff Meeting**

**“Benchmarking Asia Pacific Universities in the Global Era:
Competition and Collaboration”**

**March 13, 2007
National Taiwan University**

The 4th Senior Staff Meeting APRU Forum on “Benchmarking Asia Pacific Universities in the Global Era: Competition and Collaboration” was held on March 13, 2007 at National Taiwan University (NTU). This Forum was held in conjunction with APRU's 4th Senior Staff Meeting. Participants from APRU universities and Foundation for International Cooperation in Higher Education, Taiwan (FICHET) were involved in the Forum. A total of 44 senior staff from 29 APRU member universities and 75 senior representatives from 54 FICHET universities attended the Forum.

The Forum was jointly organized by the collaborative efforts of NTU and the APRU Secretariat. It was held at the Socrates Hall, Gis Convention Center of NTU.

1. Opening Ceremony

The Forum started with a welcome address by Dr Lee Si-Chen, President of National Taiwan University and Chair of FICHET, and Dr Lawrence Loh, Secretary General of APRU.

2. Keynote Speech I: “Management and Governance in Modern Research Universities” by Dr Gavin Brown AO FAA, Chair, Association of Pacific Rim Universities (APRU) and Vice-Chancellor, University of Sydney

Chair: Dr Ding Jianmin, Director, International Relations Office, Zhejiang University

Dr Brown spoke about the international networks of universities, the infrastructure of benchmarking, joint collaborations and sharing of best practices in order to build successful universities today. He explained the Australian experience of budget and funding issues, strategy and the importance of good governance and management support for enabling faculties to achieve academic goals. Comparisons of the different Asian, American and Australian models for research universities were made.

3. Panel Discussion (A.M.)

Chair: Dr Song Ho-Keun, Dean, International Affairs, Seoul National University

Speakers:

- Dr Zhang Chunsheng, Vice Provost for International Affairs and Outreach, University of Oregon

“Building Bridges – Same Ocean, Same Passion”

- Dr Kazuhiko Takeuchi, Director, Division for International Relations, University of Tokyo

“University of Tokyo's Global Initiatives and Response to Recent Trends in Higher Education”

- Dr Leung Yan-Wing, Deputy Director, Center for International Academic Exchanges, National Taiwan University

“Internationalization at National Taiwan University: Plans and Benchmarks”



Dr Zhang gave an overview of University of Oregon's strategies for internationalization, opportunities, challenges and goals. Dr Takeuchi introduced University of Tokyo's action plan for international collaboration and strategy for globalization, its problems and challenges. Dr Leung spoke about NTU's internationalization plans and benchmarking methodologies.

Questions posed to the panel included resource distribution in internationalization efforts, teaching and learning issues in quality Chinese language teaching and reconciling cultural identity issues with internationalization pursuits. The panel gave their views on the respective issues raised.

4. Keynote Speech II: "Upgrade to the Future: The Campaign for Excellence in Higher Education" by Dr Lee Si-Chen, President, National Taiwan University and Chair, Foundation for International Cooperation in Higher Education, Taiwan (FICHET)

Chair: Dr William B. Lacy, Vice Provost, University Outreach and International Programs, University of California, Davis

Dr Lee spoke of the higher education landscape in Taiwan and its five-year \$50 billion initiative and its strategic implementation. This initiative was set to launch at least one university in Taiwan into the top 100 world class universities in the next five to ten years. NTU's teaching and research goals were expounded.

5. Keynote Speech III: "Need for Marketing in Internationalizing Higher Education" by Dr Lee Doo-Hee, President, Asia-Pacific Association for International Education (APAIE)

Chair: Dr Amelia P. Guevara, Vice President for Academic Affairs, University of the Philippines

Dr Lee spoke about the strong support by Asia Pacific governments through national policies regarding internationalization of higher education. These could be in the form of student and faculty mobility, research collaborations, joint degree programs and other trans-national educational programs. He spoke of the challenges faced within the region, being a mix of cooperation and competition. He also mentioned the need for universities to brand themselves effectively and develop sound corporate strategies to stay ahead.

6. Panel Discussion (P.M.)

Chair: Dr Tam Kar Yan, Associate Vice President (Academic Affairs), Hong Kong University of Science and Technology

Speakers:

*- Dr Frank Larkins, Deputy Vice-Chancellor (International), University of Melbourne
"Transforming Melbourne's Curricula to Meet 21st Century Higher Education Challenges"*

- Dr Daphne Pan, Director, Centre for Development of Teaching and Learning, National University of Singapore

"Co-opetition': Leverage for Academic Excellence"

- Dr Wang Hsiou-Huai, Associate Professor, Center for Teacher Education, National Taiwan University & Dr Fwu Bih-Jen, Professor, Center for Teacher Education, National Taiwan University

"Effort Counts: The Significance of Effort-Making for College Students in Taiwan"

Dr Larkins gave a presentation on University of Melbourne and its Triple Helix Model and Growing Esteem strategy in line with best global practices in expanding a bold, new curricula and experience. Dr Pan spoke about the challenges of university alliances, competitive



intelligence, benchmarking, vibrant learning environments and academically rigorous education. Drs Wang and Fwu presented their research findings on the difference between the Asian effort model in education as compared to the Western ability model, thus contrasting the philosophical inclinations of the teaching and learning models of both cultures.

Questions raised for discussion included the polarizing of Eastern and Western educational cultures, challenges of multiculturalism in a mono-cultural environment, the challenges of implementing the new strategic directions in University of Melbourne, pursuits in the education and research tracks and the competition for resources for both teaching and research.

7. Close of Forum

The Forum closed with a reception at the Plato Hall, Gis Convention Center with short closing remarks by Dr Shen Tung, Director of Center for International Academic Exchanges, National Taiwan University.

Prepared by: APRU Secretariat
Date: April 2007

Meeting Program

TUESDAY, MARCH 13

Meeting Venue: Socrates Hall, Gis Convention Center, National Taiwan University

APRU FORUM

Benchmarking Asia Pacific Universities in the Global Era: Competition and Collaboration

- 8:15 a.m. **Delegates and Speakers Depart Hotel for APRU Forum**
Departure from Hotel Side Entrance
- 8:30 a.m. **Registration**
Venue: Outside of Socrates Hall, Gis Convention Center
- 9:00 a.m. **Opening Ceremony**
- 9:20 a.m. **Keynote Speech (I)**
Chair:
Ding Jianmin, Director, International Relations Office, Zhejiang University
Speaker:
Gavin Brown AO FAA, Chair, Association of Pacific Rim Universities (APRU) and Vice-Chancellor, University of Sydney
“Management and Governance in Modern Research Universities”
- 10:00 a.m. **Break**
Venue: Outside of Socrates Hall, Gis Convention Center
- 10:20 a.m. **Panel Discussion**
Chair:
Ho-Keun Song, Dean, International Affairs, Seoul National University
Speakers:
Zhang Chunsheng, Vice Provost for International Affairs and Outreach, University of Oregon
“Building Bridges - Same Ocean, Same Passion”

**Kazuhiko Takeuchi, Director, Division for International Relations,
University of Tokyo**

*“University of Tokyo's Global Initiatives and Response to Recent Trends
in Higher Education”*

**Shen Tung, Director, Center for International Academic Exchanges,
National Taiwan University**

“Internationalization at NTU: Plans and Benchmarks”

Question and Answer

11:30 a.m.

Lunch Buffet

Venue: Café 83, 2F, Leader Hotel Taipei

12:40 p.m.

Group Photo

Venue: Outside of Second Building, School of Management

1:00 p.m.

Keynote Speech (II)

Chair:

**William B. Lacy, Vice Provost, University Outreach and International
Programs, University of California, Davis**

Speaker:

**Lee Si-Chen, Chair, Foundation for International Cooperation in Higher
Education, Taiwan (FICHET) and President, National Taiwan University**

*“Upgrade to the Future: The Campaign for Excellence in Higher
Education in Taiwan”*

1:45 p.m.

Keynote Speech (III)

Chair:

**Amelia P. Guevara, Vice President for Academic Affairs, University of
the Philippines**

Speaker:

**Lee Doo-Hee, President, Asia-Pacific Association for International
Education (APAIE)**

*“A New Paradigm in Internationalizing Higher Education: Marketing
Approach”*

2:30 p.m.

Panel Discussion

Chair:

Tam Kar Yan, Associate Vice President (Academic Affairs), Hong Kong University of Science and Technology

Speakers:

Frank Larkins, Deputy Vice-Chancellor (International), University of Melbourne

“Transforming Melbourne's Curricula to Meet 21st Century Higher Education Challenges”

Daphne Pan, Director, Centre for Development of Teaching and Learning, National University of Singapore

“ ‘Co-opetition’: Leverage for Academic Excellence ”

Wang Hsiou-Huai, Associate Professor, Center for Teacher Education, National Taiwan University, and

Fwu Bih-Jen, Professor, Center for Teacher Education, National Taiwan University

“Effort Counts: The Significance of Effort-Making for College Students in Taiwan”

Question and Answer

3:40 p.m.

Closing Remarks

4:00 p.m.

Closing Reception

Venue: Plato Hall, Gis Convention Center