



(Preliminary project plan—8/1/02)

## **Internationalization of APRU Universities: Local Practices and Future Developments\***

An APRU Research Project co-sponsored by:

**Xu, Zhihong**  
President  
Peking University

**Steven B. Sample**  
President  
University of Southern California

### **1. Motivation for the research: the globalizaton of the world economy**

Over the past 20 years, the Pacific Rim economies have become increasingly integrated as barriers to cross-border flows of goods, services, people, knowledge, financial capital, and direct investments have been substantially reduced. The barrier of distance has been reduced by rapid advances in information technology and transportation. The barrier of cultural differences has been reduced by the expansion of inter-cultural knowledge and awareness among the people of the Pacific Rim as a result of cross-border travel by students, tourists, and business persons, as well as by migration. The barrier of government regulations has been reduced as Pacific Rim governments have adopted economic openness and trade liberalization as basic organizing principles for their societies, as promoted by their participation in the Asia-Pacific Economic Cooperation (APEC) and World Trade Organization (WTO) processes.

### **2. Purpose of the research**

APRU member universities have made substantial direct and indirect contributions to this rapid integration of Pacific Rim economies. Many of the distance-shrinking technologies have been developed and diffused by APRU universities. And, at the same time, the internationalization of education has helped to facilitate cross-cultural understanding as APRU members enroll large numbers of students from other Pacific Rim economies, as well as send many of their own students to study in other Pacific Rim economies. The reduction in the government regulations barrier has also benefited from contributions by professors from APRU universities who have done much of the research on the benefits of economic openness and trade liberalization that has stimulated the APEC and WTO processes to increase integration.

In order to better serve their student, business, and government stakeholders--in a world which will continue to become more integrated--APRU universities need to continue to internationalize their teaching, research, and outreach activities in order to make their stakeholders more capable of effectively operating in tomorrow's more integrated international environment. To do so as effectively and efficiently as possible, APRU will undertake this research project to help its members better understand how they might improve and expand their internationalization activities.



Some anticipated results of the research project will be recommendations for increased collaboration among APRU member universities, between APRU members and private firms, and between APRU members and multilateral government organizations, e.g., APEC, the ASEAN Regional Forum, and the WTO.

### **3. The research procedure and organization structure**

#### **A. Procedure**

The project is being co-sponsored by President Xu of Peking University (PKU) and President Sample of the University of Southern California (USC) and the project will be organized and implemented in a fashion similar to that of APRU's Technology Transfer and Wealth Creation (T2WC) Project <[www.usc.edu/t2wc](http://www.usc.edu/t2wc)>. The project will include a survey of "best-practices" of internationalization activities at participating APRU members and a research conference to discuss the results of the survey and to develop recommendations for expanding academic collaboration among APRU members and between APRU members and business and government stakeholders.

#### **B. Organization structure**

APRU will establish a Research Coordinating Committee (RCG), comprised of senior level administrators (ideally at the vice president, vice chancellor, or vice provost level) from each member of APRU's Steering Committee--National University of Singapore, Osaka University, Tsinghua University, University of California at Santa Barbara, University of Chile, University of Southern California, and the University of Sydney. The RCG will be co-chaired by Peking University Vice President for International Cooperation Hao, Ping and University of Southern California Vice Provost for International Affairs Richard Drobnick. The principal responsibilities of the RCG will be to design the research project in a way that ensures it will be effective and relevant for APRU's Asian, Australasian, Latin American, and North American members and to review the final recommendations of the Year-one report.

APRU will establish a Research Working Group (RWG), comprised of a senior professor or administrator from each participating APRU member. The RWG will be co-chaired by Professor Wan-hua Ma, who is the Coordinator of Foreign Affairs for the Graduate School of Education at Peking University, and by Professor Ravi Kumar, who is the Executive Director of International Experiential Learning Programs for the Marshall School of Business at the University of Southern California. The principal responsibilities of the RWG members will be to complete the survey and participate in the research conference.



#### **4. Project schedule**

(This preliminary time-table is for the first year of what is intended to be a two year project.)

1. The APRU Steering Committee unanimously approved the project (June 20) and the 22 APRU presidents who participated in APRU's 6<sup>th</sup> annual meeting unanimously approved the project (June 21).
2. The Research Working Group (RCG) Co-Chairs, Professor Wan-hua Ma and Professor Ravi Kumar will have a project planning meeting at PKU to conceptualize the preliminary research design and the survey instrument (August 9).
3. APRU Steering Committee presidents will appoint their representative to the Research Coordinating Group (RCG) by mid-September and other participating APRU presidents will appoint their representative to the Research Working Group (RWG) by mid-October.
4. The RCG will review, modify, and approve the preliminary research design and survey instrument that will be drafted by the PKU-USC team. The RCG will accomplish this via email discussions and possibly with telephone conference calls by mid-November.
5. The PKU-USC team will distribute the surveys to participating APRU members by mid-December and will collect the completed surveys by mid-February.
6. The PKU-USC team will analyze the survey results and prepare a preliminary draft report, with advice from the RCG by mid-March.
7. The PKU-USC team will prepare a draft design for the research conference, with advice from the RCG by mid-March.
8. The PKU-USC team will organize and implement the two-day research conference, which will be held at Peking University in mid-May, 2003. The conference will primarily be self-financed by participant registration fees.
9. The PKU-USC team will prepare a draft report on the project to be reviewed, modified and approved by the RCG by early-June.
10. The PKU-USC team will prepare a summary report on the project for distribution at the 7<sup>th</sup> annual meeting of APRU presidents, which will be hosted by the National University of Singapore in late-June.
11. The PKU-USC team will prepare recommendations for Second-year activities which would need to be reviewed and approved by APRU presidents at their 7<sup>th</sup> annual meeting in late-June.



**5. Participating organizations for the project at Peking University and at the University of Southern California**

Project sponsors at Peking University:

Xu, Zhihong, President  
Min, Weifang, General Director of the University Council/Vice President  
Hao, Ping, Vice President for International Cooperation

The offices involved as members of this project at Peking University include:

International Relations Office  
Personnel Office  
Office for Undergraduate Teaching  
Office for Social Science Research  
Office for Natural Science Research  
Office for Institutional Research  
The Graduate School of Education

Project Sponsors at the University of Southern California:

Steven Sample, President  
Lloyd Armstrong, Provost  
Richard Drobnick, Vice Provost for International Affairs

The offices involved as members of this project at the University of Southern California include:

Center for International Business, Education and Research  
Center for Global Education  
East Asian Studies Center  
Office of Institutional Research  
Office of International Services  
Office of Logistics for Global Programs

\*This preliminary project plan was drafted by Dr. Richard Drobnick, University of Southern California, with revisions by Dr. Wan-hua Ma, Peking University.