



**APRU 7<sup>th</sup> Senior Staff Meeting  
March 10 – 12, 2010  
Keio University**

**REPORT**

APRU's 7<sup>th</sup> Senior Staff Meeting hosted by the Keio University attracted a total of 64 participants from 35 member universities. The program and participant list are attached at [Annex 1](#) and [Annex 2](#) respectively.

*\*Presentation slides are available on APRU's website at <http://www.apru.org/activities/ssm/2010-ssmpresentation.htm>.*

**March 10**

The Senior Staff Advisory Committee (SSAC), chaired by Professor J. Nicholas Entrikin, met with APRU Secretary General Dr Kenneth McGillivray to discuss possible ideas and areas of focus for the consortium to consider. Dr McGillivray also hosted a Welcome Session for new Senior Staff, prior to the commencement of the APRU Senior Staff Forum. Senior Staff who were new as of 2009 were invited to this optional session as were members of the SSAC. The Secretary General gave a brief introduction to APRU, and welcomed the group's support and inputs for future directions of the consortium.

**1. APRU Senior Staff Forum 2010 on "Riding the Demography Wave: How to Adapt, Survive and Prosper in a Changing Higher Education Environment in the Pacific Rim"**

Professor Atsushi Seike, President, Keio University, delivered the opening address and welcomed APRU senior staff to the university's Hiyoshi campus in Yokohama. Proud to be hosting the first Senior Staff Meeting in Japan, President Seike added that the Hiyoshi campus had been built mainly to cater to undergraduates at Keio University. President Seike also expressed Keio University's commitment to APRU and its activities. President Seike's opening address was followed by welcome remarks from Professor McGillivray.

Professor McGillivray thanked President Seike and Keio University for hosting the 7<sup>th</sup> APRU Senior Staff Meeting, and expressed his appreciation to the Keio team for the excellent meeting arrangements. Besides elaborating slightly on the theme of the Forum, Professor McGillivray also provided a preview of the meeting and briefly introduced the various segments in the program.



## **2. Panel Session I: “Different Perspectives: The Impact of Shifting Demographics and an Aging Society”**

**Chair:** Naoyuki Agawa, Vice President for International Collaboration and Education, Keio University

**Speakers:**

Kazuo Tsubota, Professor, School of Medicine, Keio University

Futao Huang, Professor, Research Institute for Higher Education, Hiroshima University

Naohiro Yashiro, Professor of Economics, International Christian University

An eye specialist and leading researcher on anti-aging medicinal science, Professor Kazuo Tsubota spoke on the biological effects of aging and ways in which the aging process could be slowed. For example, the medical procedure, lasik, was one way which could help resolve myopic aging (myopia). Indeed, one result of his practice was that his interest had been piqued when he observed his ophthalmology patients becoming more energetic and youthful after surgery. He noted that the combined effects of factors such as longevity and lower child mortality had also resulted in longer life expectancies in the last two centuries – with an average gain of 0.4 years of increased lifespan per year. The maximum lifespan had also extended rapidly from 100 in the 1950s to about 122 years now.

Sharing the findings of two fellow researchers in anti-aging medicine, Professor Tsubota spoke of a Harvard Professor who had successfully mutated a worm which had two times the life expectancy of a normal worm and which could live up to ten times longer than the usual specimen. He also shared on the findings of a researcher at Massachusetts Institute of Technology (MIT) who experimented with monkeys to determine the effects of vitamins and minerals on aging. In his research, the MIT researcher also discovered that a large amount of mercury (and heavy metals in general) harmed the human body and did little to combat aging.

Motivated by demographic trends and findings from fellow researchers, Professor Tsubota presented two methods of anti-aging - calorie restriction and the reduction of oxidative stress - as well as his research findings on how these methods were effective in slowing down the effects and process of aging. Having tried the concepts himself, Professor Tsubota found that he benefitted from the change in lifestyle brought about by the two methods and was happy to report improvements to his dry-eye condition and the reduction of mercury in his body. In conclusion, Professor Tsubota said that a change in mindset was critical and he felt that more focus should be given to therapeutic intervention or preventive measures rather than the traditional medical emphasis on treatment of disease.

Professor Futao Huang spoke on his research findings on the transnational nature of higher education. The evolution of student mobility since 1990s in various aspects such as program movement, institution movement and online teaching, had resulted

in several key transnational higher education models in Asia. He classified countries as having mainly adopted an import-oriented, export-oriented, or import- and export-oriented model for their higher education sector.

Elaborating on the various models, Professor Huang classified countries, such as China, which sought to expand their higher education sectors with significant government regulation and whose key driving force was the improvement of academic quality, as having adopted the import-oriented model. Countries that had adopted an export-oriented model were primarily English-speaking, and were driven by an entrepreneurial spirit to deliver profit-making professional programs, an example of which was Australia. Countries adopting the import- and export-oriented model (such as Singapore) would work to bring in English-speaking programs for its people as well as work with import-oriented countries such as China, to export its own programs abroad. Higher education in such countries was usually government-regulated and supported, but was increasingly being led by individual institutions.

Professor Huang also made a comparison between China and Japan, which were both driven by rapidly growing economic development and a high demand for higher education. In general, his studies revealed that while transnational higher education in many Asian countries was being strongly encouraged, the sector was also heavily regulated by the government. As compared to the U.S, Australia and the UK, many countries in Asia were still inclined towards the import-oriented model. With the exception of China, there had not been sufficient evidence to show that quality of higher education had improved from the import of foreign services and providers. The role of local partners in transnational higher education was also important in ensuring the quality of education services delivered.

Professor Naohiro Yashiro presented an economic perspective of the impact of aging on societies. With declining fertility rates and increasing life expectancy expected in the next 40 years, he estimated that the population in Japan will decrease from 127 million to less than 100 million in 2050. With the trend of a decreasing population, one would expect economic effects such as the slowing down of economic growth, increasing tax and social security burdens, and deteriorating social security balance as the ratio of retired persons to the workforce increases would all lead to rising conflict between the generations in the coming decades. Instead of focusing on the negative aspects, Professor Yashiro advocated the potential and opportunities presented by the “silver market” made up of older Japanese citizens and felt that economies could do more to tap on this “silver market”.

Sharing on some of the things which he felt could eliminate age as a constraint from the economic perspective in Japan; Professor Yashiro raised the following suggestions:

- Extending the retirement age will raise revenue for the social security system while reducing expenditure;

- Removing age-related regulations and practices in the labor market to increase labor force participation, such as removing the seniority-based wage system;
- Reducing the “penalty to work” in the social security system by achieving actuarial fairness; and
- Developing markets for the elderly such as a variety of value-added healthcare services and nursing care services combined with uniformly-provided services by the government.

Making a case for reducing the “penalty to work” in Japan, Professor Yashiro noted that the country had the highest penalty for working elderly in a comparison of various social security systems across 11 countries. Explaining that while the incentive to work was not low in Japan among the elderly, the low labor force participation rate by the “silver market” was to some degree affected by the low number of jobs available in the market (which itself was insufficient to cater for the younger population). Professor Yashiro recommended that more employment opportunities be created to increase the labor force participation rate in Japan as aging itself created demand as well as employment opportunities.

Another opportunity presented by the “silver market” lay in the creation of value-added healthcare and nursing services. As more people aged 75 years and over added to the “silver market” (estimated at 450,000 persons per year), Professor Yashiro felt that the healthcare and nursing sector could be liberalized to become more market-oriented, and that healthcare service should be provided regardless of income level.

The education market was also another high-potential area which could be leveraged. At present, the main consumers of higher education services were typically younger persons aged 25 years and under. However, the middle-aged and the elderly persons who had retired and were not in the labor force represented a potential market for universities. The middle-aged required additional skills to transfer jobs and for business development while the elderly treated education as a pure consumption good.

One last suggestion which Professor Yashiro had was the re-definition of the term “elderly” itself. He suggested that a different landscape might surface, if one did not classify “elderly” accordingly to the UN’s definition of 65 years old and above, but by the oldest 20% of the economy’s population. Following this line of thought, he concluded that the burden on the social security system might be significantly reduced if the retirement age was re-defined and based on a different parameter.

#### Question and Answer Segment

President Seike started off the segment by asking Professor Tsubota for his view on forced retirement. Refuting the common assumption that the elderly have more diseases and a higher probability of falling sick, Professor Tsubota felt that if a person was physically well and active, he/she should be encouraged to work. He

believed that the retirement age should be reviewed and revised upwards with the advancement of medical science and standards.

In response to President Seike's question on how institutions should sell the education services to consumers of various market segments with changing demographic trends, Professor Yashiro who classified education services as both an investment as well as a consumption good, went on to explain that providers of education need not worry too much about selling education services to the younger consumers because education was still primarily an investment for this market segment and these consumers would have to pursue higher education as they needed it for future employment. To expand their customer base, Professor Yashiro felt that the duration of programs could be extended for mature consumers who might not have as long an attention span as younger consumers. If this could be done, it would encourage the consumption of education services by mature consumers. In addition, if the market could tweak its current structure to make it more attractive for people to work in their later stages in life as well as undergo continuing education throughout their work cycle e.g. moving away from a seniority-based wage system and increasing social security incentive to work, the consumption of education services might also increase. However, Professor Yashiro acknowledged that this would be difficult in Japan as the unions are not supportive of such moves.

President Seike asked Professor Huang for his views on the competition for international students in East Asia given the changing demographic landscape, and further asked what institutions should do to increase their share of the market. Professor Huang recognized that the competition for students will only become more intense as countries such as China, Japan and S. Korea increased their focus on the higher education market. Professor Huang asked that the reasons and objectives of such competition for international students be determined first. He outlined several reasons why he thought institutions competed for and accepted international students: (i) for revenue generation (collection of tuition fees), (ii) to stimulate cultural exchange and enhance learning, (iii) from a political perspective: to change the future of societies by educating students of foreign nationalities, and (iv) to provide professional education and knowledge to these international students.

Once the reasons behind competing for international students was known, institutions from non-English speaking countries should try to compete with their counterparts from English-speaking countries by offering high quality education in which the medium of instruction is largely accepted by these international students. At the same time, institutions should provide as many English-language programs as possible. This, he felt, would level the playing field and potentially increase the market share for countries in East Asia.

Professor Yashiro also commented that the difference between consuming education as an investment or as a consumption good was entirely due to a student's 'willingness'. This had an impact as stimulating investment versus consumption would require different means.

Dr Raphaella Dwianto (University of Indonesia) asked the panelists if the Japanese government had been supportive in dealing with the changes brought about by the demographic trends, and if students of future generations would also face similar challenges, and how this would impact transnational education.

Professor Yashiro replied that the government should reduce intervention when dealing with an aging society. He felt that as younger students might not have the experience or knowledge to know exactly what they wanted out of higher education, focusing on the overall quality of education was probably sufficient. However their more experience elders would know their own mind better when it came to decisions in higher education.

Making a comparison between the American diet and the Okinawa diet which was famous for promoting longevity, Professor Tsubota was of the view that the younger generation, which has a relatively unhealthier lifestyle and dietary habits (e.g. the over-consumption of fast food), might actually have shorter life expectancies as compared to older generations who eat more healthily and live a healthier lifestyle. He felt that obesity and smoking were two key factors which had contributed to lower life expectancy as well. With smoking having been controlled to some extent, the next task would be to manage obesity among the populace.

Dr Christopher Tremewan (University of Auckland) asked Professor Yashiro on what he thought about the political and social character of the rising “silver market” and whether he thought it was socially progressive or regressive. In response, Professor Yashiro said that the definition of elderly should not be by age. If the elderly still led an active lifestyle, they should be allowed to participate in the labor market and should not be considered elderly or retired. Professor Tsubota cautioned that as the elderly became more powerful and influential economically and politically, there should be a balance of forces between the elderly and young for a fair and equitable society.

Professor Richard Drobnick (APRU World Institute) asked Professor Yashiro if the policy makers in Japan were worried about the decline of the workforce or to a changing composition of the workforce itself, and whether the country was going to open up its international borders. Professor Yashiro responded that Japan was open to workers but only if they were skilled. However, he recognized that there were different ways to look at the definition of skilled workers. For example, students who entered Japan for academic purposes start off as being unskilled but who will eventually have the qualifications to become a skilled worker after graduation. Likewise, trainees in factories could be considered to be skilled workers after completion of their training. However, policy makers were undecided on this issue due to the concern that jobs might be taken away from the local populace by these foreigners. Professor Yashiro was of the view that such immigrants should be accepted in light of the declining population.



### **3. Welcome Dinner hosted by Professor Naoyuki Agawa, Vice-President for International Collaboration and Education, Keio University**

Vice-President Agawa hosted a dinner at the Toh-Ten-Koh Restaurant in Yokohama City, overlooking the historical harbor of the city. His welcome speech gave Senior Staff some insights into the history behind the port as well as the founding of Keio University by Yukichi Fukuzawa. Dr Kiichiro Tsuji (Osaka University) gave a short speech and toast prior to the commencement of the dinner.

### **March 11**

#### **4. Keynote Address**

**Moderator:** Professor Naoyuki Agawa, Vice President for International Collaboration and Education, Keio University

**Speaker:** President Atsushi Seike, Keio University

Professor Agawa opened the 2<sup>nd</sup> day of the Senior Staff Forum and introduced President Seike who gave the meeting's keynote address on the theme "Towards a Life-long Active Society".

President Seike spoke on the diverse global challenges faced by our society today, which were linked primarily to sustainability issues such as global warming, infectious diseases, degradation of natural resources, national security, the global financial crisis and fiscal situation, and how these issues variously impacted the human race. In searching for solutions to sustainability, President Seike argued that these global challenges, including shifting demographic trends, provided opportunities for APRU member universities to collaborate in the establishment of sustainable and life-long active societies. He also mentioned that in order to solve these issues, an in-depth analysis and multidisciplinary approach was necessary, and that APRU should take advantage of its strength as a research-intensive consortium to address some of these challenges.

Aging was thus a topic of possible collaboration for APRU, particularly as the governments of developed countries were already facing these issues while developing countries would also face the same challenges sooner or later. President Seike's own research indicated the possibility of a life-long active society with older persons working as long as they wished to.

President Seike spoke next of the rapid aging of Japan's population and the forecasted increase of the elderly population in Pacific Rim countries by 2020. Due to increasing life expectancy and lower fertility rates in the past 60 years, the 22.75% proportion of elderly population in Japan was currently the highest in world and that this had been forecasted to further increase by 2020. He added that the distinct characteristic of Japan's demographic trend was the speed at



which it was occurring in comparison to aging in other industrialized countries like United States, Germany and Italy.

President Seike said that those in the youngest age-bands would only be able to contribute to the Japanese economy in 20 to 25 years' time. As Japan's demographic trends were unlikely to change in the near future, a stop-gap measure would be to reform the social system to facilitate the establishment of a life-long active society. In order to encourage the elderly to continue working and reduce barriers to their employment, President Seike suggested that certain institutional reforms would be necessary, such as:

- Reform of public pension system so as not to discourage working;
- Reform of retirement practices so as not to prevent older people from continuing to work;
- Elimination of age limits for employment i.e. mandatory retirement age; and
- Reform of the seniority-based wage and promotion system resulting in a flatter, less steep wage profile to encourage employers to either raise the mandatory retirement age or retain/hire older workers.

He pointed out the economic impact of the generation of baby-boomers who were born in the post-war years of 1947-49 and who were still an asset to society given that generation's strong motivation to continue working. Indeed, of the 6.7 million baby-boomers still alive, 5.1 million were still active in the labor market. This also reduced the typical impact of aging populations which was the economic burden on the younger population. President Seike noted that small and medium sized companies provided more opportunities for the elderly as many did not have a mandatory retirement age and were generally more flexible when it came to hiring older workers as they tended to have less steep seniority-based wage systems and a less rigid organizational structure.

President Seike concluded with remarks on how APRU could address challenges in the creation of sustainable societies and address the impact of an aging population. He noted that shifting demographics trends had critical effects on how universities operated and were being managed. Academic institutions could find themselves in competition for student recruitment with a sustained low birth rate. However, he was convinced that these demographic challenges presented opportunities in collaborative research by member universities to seek common solutions, particularly by increasing fundamental research in areas such as pension systems, elderly care and nursing, medicine and employment systems. These would go a long way in solving some of the problems brought about by aging populations.

#### Question and Answer Segment

During the question and answer segment, Professor John Hearn (University of Sydney) asked President Seike if there were economic incentives offered in Japan to encourage couples to have children.

President Seike responded that there were such incentives but noted that the success of these incentives was still unclear. He added that aside from financial and other tangible incentives, it was also important to address work life imbalance and a general consensus was needed to reduce working hours so that families could better cope with raising children.

Given the drastic aging of Japan's population, Dr William Lacy (University of California, Davis) asked if President Seike considered the demographic trend in Japan to be extreme compared to other countries. President Seike described the population trend in Japan as an "outlier". In the long run, some countries like Korea could match Japan's rate of aging although he also noted that fertility rates in Japan were low compared to European countries like Germany and those in the Scandinavian region.

Professor Adam Powell III (University of Southern California) asked if there were available data on the economic incentives to increase birth rate in Japan and how successful these incentives had been to-date. President Seike said that there were no available statistics with regard to these incentives in Japan.

Mr Guangzhi Xia (Tsinghua University) asked if there were foreseeable plans to raise the foreign graduate student intake in Japanese universities considering the impact of an aging population and a shortage of local graduate students would have on research. He asked if there were any other strategies to solve the problem at hand. President Seike noted the decline of the younger population and the consequent need to increase overall foreign graduate student admission. He added that there would be competition from other universities for foreign students, and that other factors should be considered (e.g. rate of increase, period of time) aside from looking at increasing the number of international students. President Seike acknowledged that at present, most doctoral students in Japan were already foreigners so increasing the number would be a challenge, given the war for talent. He also highlighted what Professor Yashiro had said the previous day about targeting more middle aged and older students, as well as looking at the research opportunities in aging that could arise from the changing demographic trends.

Professor Richard Drobnick (APRU World Institute) commented that the labor force participation rate for those aged 60-64 years was already around 75% while the rate for those 65 years and older was already 30% and asked if it was a goal to increase the participation rate of those 65 years and older to a higher percentage, and whether it was necessary to change the structure of the labor market as a result. In response, President Seike agreed that there was already a high participation rate of the elderly in the labor market thus the need to change the labor market structure was not as immediate. However, changing the structure was still essential to increase the participation rate of the elderly in the labor force, given that aging was continuing to intensify. He added that the participation rate of those aged 60-64 years might need to be increased to close to 100% if possible.

Moving the pension-eligible age back to, say, 70 years might double the participation rate of those 65 years and older. Since older people were still motivated to work, perhaps such a drastic change might succeed in raising the labor force participation rate significantly.

Professor J. Nicholas Entrikin (University of California, Los Angeles) said there was a compelling argument for a life-long aging society and for recognizing baby-boomers as an asset to the country. He asked what Japan's political standpoint was regarding the increase in the mandatory retirement age given the short window of opportunity to take advantage of these soon-to-retire baby-boomers. He added that in the US, many were working longer not just because of the lifting of the retirement age but because of increasing insecurity of retirement plans and funds. President Seike responded that increasing the retirement age or lifting the employment age limit might not be advantageous to the political system at this point of time. He added that implementing such change would call for a major reform in Japan's political, economic and social systems thus, the strategy and timing of such reforms were critical.

Dr Stephen Durrant (University of Oregon) was struck by the existing high labor force participation rate and asked President Seike how he would describe the societal behavior and attitudes of young Japanese people today if they had to work beyond the current retirement age. President Seike replied that the baby-boomers had motivation to work past retirement both from the point of willingness as well as necessity but he said that it might be a totally different scenario for post baby-boom generations since they had been brought up in an era of high economic growth. He pointed out that social reforms like increasing the employment age limit and lifting the pension eligibility age gradually could encourage elderly employment from a necessity standpoint. The use of complex inflation indexation within the pension system itself, where pension benefits increased at a much lower rate than inflation, would also induce a higher labor force participation rate in the long run.

## **5. Panel Session II: "Changing Demographics in the Pacific and their Impact on Higher Education"**

**Chair:** Professor Junichi Mori, Vice President for International Relations, Kyoto University

**Speakers:**

Dr William Lacy, Vice Provost, University Outreach and International Programs, University of California, Davis

Professor Sung-il Cho, Deputy Vice President for International, Seoul National University



Dr Christopher Tremewan, Pro Vice-Chancellor (International), University of Auckland

Professor Junichi Mori opened the session and introduced the speakers after which he gave an overview on how the speakers would discuss the impact of shifting demographic trends in three distinct perspectives.

Dr William Lacy began his presentation by noting the increasing diversity of students due to changing demographics across the world and by highlighting the expected growth of the U.S. population over the next 40 years compared to other developed countries as a result of immigration and the higher fertility rates of certain ethnicities. He cited that the percentage share of foreign-born persons in the U.S. was projected to grow to 18.6% by 2050. Dr Lacy showed that the Hispanic and Asian population would double by 2050 from 15% to 30% and from 4% to 8%, respectively with respect to 2008. Currently, 54% of the student population in the U.S. consisted of minorities. African Americans and Hispanics had the largest number of young people but these also tended to be the least educated. This was a problem as jobs increasingly required applicants to have at least a baccalaureate degree.

Alongside the change in racial distribution, Dr Lacy said that the U.S. family structure was also expected to change with consequences to higher education. He explained that the age group distribution would also change as the population was expected to age fairly rapidly over the next four decades. The 65 and older age group was projected to increase by 7% by 2050 while those in the 25-64 and 0-24 age groups were expected to decrease. However, he noted that the rate of population aging in the U.S. was slower compared to Japan.

Dr Lacy reported on additional statistical data that provided an overview of the education market particularly in the U.S.:

- Recorded increase in enrollment in higher education institutions in 2005 with the highest growth in East Asia and the Pacific;
- Projected rise of U.S. enrollments at degree-granting institutions across major ethnic groups in 2018;
- Anticipated increase in U.S. enrollments at degree-granting institutions across various age group with a 28% rise among ages 25 to 34 years;
- Noted increase in bachelor's degrees conferred to women from 1970 to 2007;
- Recorded increase in U.S. online enrollment from 2002 to 2007;
- More jobs required a bachelor's degree as the minimum educational requirement particularly in computer and IT related sectors; and
- U.S. share on global innovation indicators had dropped in 2003.

As half of the jobs that graduates take up in the next decade did not even exist yet, the need to educate for careers, not just jobs within careers, will require adults to

continually re-enrol and re-educate themselves throughout their working lives. New opportunities were on the rise, including the newly retired who enrolled in courses to take on an encore career (for instance to work as a volunteer), or first-generation immigrants who may have missed out on higher education. The willingness and readiness to work abroad would also become increasingly important as would on-line forms of delivery which were crucial for single-parent families. Although innovation, generation of ideas and entrepreneurship remained important, increasingly, Dr Lacy stressed that it was partnerships and collaborations which were critical in today's higher education.

Dr Lacy concluded by emphasizing that it was crucial to be aware of these changing demographic trends including sub-groups within the population and its implications on higher education so that academic institutions could efficiently profile the current and upcoming education market, identify and adjust to changing educational needs, and provide matching programs and services to the right group of people. He cited life-long learning, economic and workforce development, language proficiency, and cultural competency as factors that would be brought to bear when adjusting to these changes. He added that a culturally and intellectually diverse demographic would have implications not only on higher education but on the global economy.

Dr Lacy also spoke briefly on the Association of International Education Administrators (AIEA), a membership organization composed of institutional leaders engaged in advancing the international dimensions of higher education and invited Senior Staff to find out more about the work of the AIEA at [www.aieaworld.org](http://www.aieaworld.org).

Professor Sung-il Cho explained that Korea was rapidly transitioning into an aged society of which 14% of the population will be aged 65 and above by 2018 compared to 7% in 2000. He also said that the college admission and number of college students showed decreasing trends over the years which were associated with the drop in the fertility rate which had impacted population growth. Overall population size was expected to peak in 2020 and shrink thereafter. While those aged 65 and above increased in numbers, the number in the 15-64 age group will start declining before the overall population began to shrink.

As the number of college admission for younger students drop and as society adapt to an aging population, Professor Cho outlined the new education demands arising from the changing demography and aging population as follows:

- Education and re-education of the elderly, as previous forms of education were not designed for extended lifespans;
- Education for social transformation such as the education of the young to co-exist with the elderly and general education for all to adapt to an aging population; and
- Increased research on these issues to develop the knowledge base for these education structures.

Professor Cho mentioned that some strategies for long term development in response to aging society included the voluntary reduction in the number of students, comprehensive budgetary reviews, internationalization and pursuit of global excellence, and corporatization. While the rationale behind reducing the number of students was ultimately to raise the quality of education, this strategy had led to furious debate.

However, Professor Cho mentioned that there would be a reduction in the government budget provided with any decrease in the number of students (a per head allocation). As it would be unsustainable for the university to be heavily dependent on student fees, other sources of funding would be needed. The largest increase in new sources of funds had come from donations, self-funded students and research funds, though the latter still came mainly from the government.

He also explained that while the domestic educational market was limited by demographic changes, the global market was still strong and students were willing to invest more because of global opportunities. Seoul National University would also increase research into global problems and solving these in a global way. SNU's Vision 2025 was to have more foreign faculty and international students. It had already achieved its Asian targets and now needed to focus on other regions. As a result, SNU's world rankings had risen rapidly and this in turn helps to draw high-calibre international students.

Dr Christopher Tremewan spoke on Oceania's population of 35 million people and how its widely spread geography was still well-connected in terms of internet penetration. Dr Tremewan focused on the projected trends of New Zealand's population which had been projected to only grow slowly due to the narrowing gap between births and deaths. He illustrated how the population age structure would gradually change with a projected increase in elderly population (aged 65 and above) from 550,000 in 2009 to 1 million in 2020. As the population aged, projections suggest that those in the 65 years and older age group will eventually outnumber those in the 0-14 years band.

Dr Tremewan added that the projected total population would reach more than 5 million in 2020 where aging and emigration would have to be balanced by immigration. He also explained how international students comprised a significant proportion of migrants into New Zealand and how this contributed to the economy. Such scenarios were part of New Zealand's history and custom of human capital inflow and outflow hence, depicting the country's changing demography.

At the same time, New Zealanders contributed to overseas labor markets particularly that of Australia. Of the 5 million New Zealanders today, 1 million resided overseas and of which half were in Australia. However, there was value in the diaspora, and migration in either direction was not a zero sum game. Still, given New Zealand's small population, 'replacement immigration' was important

as 60% of population growth came from immigration and a third of people in Auckland were not born in New Zealand.

Higher education played a strong role in encouraging migration of people who had come to New Zealand to study. The Higher Education industry itself was second only to Tourism in terms of contribution within the services sector.

Dr Tremewan gave a statistical overview of the University of Auckland and he pointed that recent growth was mainly due to the increase of both domestic and international students. The top four source countries for international PhD students were China, Malaysia, USA and Germany. Approximately 40% of students at the university were of Asian origin.

In 1989, the New Zealand government changed the grant system to fund universities on a per student basis while lowering the funding per student in order to increase participation in the Higher Education industry. University of Auckland has 4,500 international students out of 38,000 students, which is considered low by the Group of 8 standards.

Dr Tremewan also informed the meeting that New Zealand had the second highest labor force participation rate in part due to the abolishment of the retirement age. Increases in productivity did not come from investment in machinery and technology but from working longer hours. The government was keen to increase productivity in order to catch up with Australia and recognized that investment in knowledge would add value and help achieve this goal. Thus far, the education market in the region had been a good one, sending many good students to New Zealand but it was a question of how long this could be sustained as the market became more vibrant.

Dr Tremewan concluded by summarizing some key points on how University of Auckland could address the challenges of the shifting demographic trends, and adopt knowledge investment strategies to add value to New Zealand's productivity:

- Address global issues and social concerns (e.g. health, innovation and climate change) to keep both faculty and students engaged;
- Increase connectedness and collaboration with other research institutions (e.g. joint teaching and research initiatives, technology and innovation projects);
- Improve and enliven student experience;
- Attain critical mass in advanced research programs and thus the need to double the number of research students; and
- Organize and tap on the diaspora of global alumni in internationalization efforts.

In conclusion, Dr Tremewan called for greater flexibility and global collaborative efforts amongst APRU member universities and economies.

## 6. Summary of Breakout Discussions

**Moderator:** Professor Kenneth McGillivray, Secretary General, APRU

### Group 1, Topic 1: The Impact of demographic trends on program offerings, curriculum development and student mobility

Professor Peter Pang (National University of Singapore) offered some general points made by the group, firstly, that student numbers would continue to increase as a whole and this would lead to increased participation rates. However, there were exceptions, such as Korea, where the aging population had put several universities in danger of closing down. Hence the strategy adopted has been to go beyond one's home country, i.e. to recruit international students. One impact this has had on faculty retirement ages was that tiered or staged retirement had been implemented in order to help faculty cope with increased student numbers, even while universities attempted to attract more PhD students who were currently working in the industry to return as faculty.

From the viewpoint of program offerings, there had been greater focus on "people education". Members were looking at preparing future leaders to contribute to the economy rather than just preparing students for the job market. There had also been more teaching in English where non-English speaking countries were concerned, and more opportunities for students to learn a second language or culture. In terms of curriculum reform, there had been more globally-oriented programs with experiential learning or internships, and a greater focus on soft skills such as communications, leadership and teamwork. Some member universities were also increasing the number of joint and sandwich degrees as well as distance learning courses. In some cases, where there was a large rural population such as Thailand, the key was how to extend access to education to rural areas. Increasingly, the transition of PhDs to jobs in academia was also becoming important.

The group commented specifically on curriculum development which had shown increasing international content and emphasis on lifelong learning, not just training for the job. Attention also needed to be paid to maintaining quality as students might come less prepared as participation rates increased and a greater variety of students enrolled. From the standpoint of student mobility, the group felt that it was integral to have a study abroad experience as this created true global citizens. Increasing student mobility required more resources such as scholarships and the competition for talent would continue, rather than abate.

Some of the key issues that the group wished to highlight included the following:

- (i) Would demography changes result in more partnerships or more competition?
- (ii) Universities would need to develop their own international strategies to reflect an international framework.
- (iii) How could university networks help formulate such strategies in point (ii) above?



- (iv) Mobility could lead to greater competition for talent and lead to brain drain to developed countries.

However, the group found that anecdotally, students who had studied and then worked abroad for a long time did eventually return and contribute to their home countries in the long term, so there might not be a need to worry about the brain drain issue.

#### Group 2, Topic 2: Models for internationalization and outreach

Professor Susan Elliott (University of Melbourne) provided a discussion summary on behalf of her group, which included 11 different and diverse economies. It became clear to the group that it was vitally important to recognize the depth and breadth of the socio, political and economic differences of each member university and their impact on different internationalization models, even though each member was a leading research intensive university committed to being a part of a global knowledge economy.

The group found that university strategies were often dependent on national policies, and to be truly “international” universities, members required international faculty or local faculty with international training, and international students. Bilingual faculty and students were also an advantage in creating a cosmopolitan campus and an internationalized curriculum appeared to have an impact on research. The aim was to create global citizens with a ready mindset for a globalized workplace with an understanding across cultures even if they never worked abroad.

The group discussed the importance of an experiential model of staff and student exchanges with international networks to assist them and their institutions in their careers. Professor Elliott also spoke of internationalization as a business model used to help universities move up in rankings. In short, universities worked within ethical frameworks to achieve the highest rankings possible in order to attract the best talent. Indeed, internationalization was also a tool for skilled talent migration. Internationalization was also seen as a mindset. As a significant number of students could not travel abroad for family reasons, economics or disabilities, the task at hand was how to ensure that all students who needed an internationalized experience at home could do so, and this did not equate to having lots of international students on the home campus, particularly as some felt such international students could leave without taking much away, particularly those speaking the same language as the host university. It was felt that multinational distance learning (online) programs might go a longer way in achieving internationalization as students could get to know each other virtually.

The group saw APRU as a collection of people to reduce barriers for non-traditional students in terms of experiential learning. The changing model of experiential learning for international students was becoming more cause driven, with service



learning, internships and volunteerism becoming more important. The key was how to develop more private-public partnerships and to help get funding.

Professor Elliott highlighted that the group discussed silver-market students and how to encourage or facilitate their attendance. The experience of several members was that this group tended to be mostly Japanese who were post-retirement and who attended classes for their personal development and satisfaction.

In conclusion, the group did not have one recommended model for internationalization but suggested having a better understanding of each university or economy's different circumstances and think of ways to explore the future together.

### Group 3, Topic 2: Models for internationalization and outreach

Dr Stephen Hanson (University of Washington), assisted by Ms Helen Pennant (University of British Columbia), spoke on behalf of Group 3 which also focused on models for internationalization and outreach.

Demographic changes have led to increased competition for international students mainly resulting from a financial motive. However, as APRU member universities were so different and diverse, this competition was not seen as an issue. Over 30% of member institutions had more than 50% undergraduates as a proportion of total enrollment. Some of the key drivers of internationalization included the need to develop an international context for local students, a greater need for international culture exposure for students, and financial considerations. However, the group felt that APRU need not worry about being in the middle of an intense war for talent as members could share information with each other without worrying about the state of affairs.

The group saw the issue as being one of cultural integration and just getting people into the university. Competition was seen as healthy and since members were competing for some similar types of students, it was important to encourage a bigger pool of international students for all as there was strength in diversity.

On what it meant to be "international", the group concurred that it did not mean just having international students. While there was a need to meet demand for mobility, it was also important to be able to raise funds to meet such needs. As more students went abroad, there would also be greater risks and challenges associated with this trend. Universities would have to go deeper into aspects such as better safety and security management, trip planning and insurance coverage. Students were also increasingly looking for service learning opportunities.

Most members had to deal with credit transfer issues as it was difficult to convince deans that students deserved credit for their overseas experiences. If the deans were involved in the developing the program, they might decide that the program did



not merit any credits and close it down but if the deans were not involved, then they might not support the program at all. This was the dilemma faced by many international offices.

Relating to what APRU could possibly do to facilitate internationalization and outreach, the group felt it was important to share their learning experiences, research and opportunities among member institutions and asked if it were possible to do so via the APRU website as they could work together online through various forms of collaboration. For instance, service learning experiences could be shared such as working with different NGOs and success stories could also be exchanged, thereby helping to solve common problems.

In trying to define what it meant to be an “international university” in the 21<sup>st</sup> Century, the group found that there was no common line or mission statement that could be defined as all members might not want to do the same thing. However, the group agreed that there was a need to be more flexible, such as targeting older students, but how each member chose to do so was up to them. Some suggestions included more focus on lifelong learning, vocational training and online learning for those who were unable to travel, as well as immersion for language training as it was difficult to achieve fluency otherwise. Thus it might be worth considering sending fewer abroad for longer or else to conduct courses online.

Some suggestions for a role for APRU included joint research on aging, and as a platform to share and exchange best practices in internationalization. For instance, curriculum could be shared as well as appropriate vision/mission statements.

Ms Pennant added that the value of getting together for APRU members was to share their different perspectives or contexts, and to be able to see problems in a different way. The discussion at the breakout session had contributed significantly to this shared advantage.

Professor Junichi Mori (University of Kyoto) asked how best to achieve credit transfers in exchange programs involving different systems. Dr Hanson responded that in Tecnológico de Monterrey, where there were about 5,000 exchanges a year, the priority for the university was to monitor its partners. Relationships of trust were critical and universities must be prepared to drop their partners if the quality of the program fell. He added that accepting credit, and not actual grades worked in most cases although for pre-Med students, this was sometimes unacceptable due to their need to maintain a certain grade point average.

#### Group 4, Topic 4: Models for international collaborative research

Professor Adam C. Powell III (University of Southern California, assisted by Professor Anne Pakir (National University of Singapore) spoke of the large range of models for international collaborative research within the group, ranging from very loosely to very tightly structured agreements. NUS had given examples of its (tightly



structured) formal agreements for joint, dual, concurrent degree programs. However, the group felt that this was hard to do and sustainability was the key. In addition, funding was an issue even if asymmetry between partners was not. In general, university rankings were not an issue as there was no need for reciprocity as long as faculty or students were a match. The main goals were to increase both student and faculty mobility, particularly junior faculty.

The group had discussed ways to raise funds and highlighted a 'venture capital model' where investment in the form of seed funding was used to attract even more funds. One key question was whether funding should be made open to all or concentrated in selected areas. In UC Davis' case, the return on investment (ROI) was 1:24. The group was of the opinion that APRU should not be involved in direct fundraising but rather, members could cite APRU and use the consortium as a catalyst or facilitator in seeking funds.

The group would also like to suggest that APRU could focus on selected research areas, such as public health, earthquakes/multihazards, aging, etc. Also, the group felt that the web presence at each member university could be improved in order to make APRU better known amongst faculty and students, for instance by linking the main APRU webpage to each member's international office or on the main webpage or other relevant site.

Professor Powell added that a proposal had been submitted to the World Bank citing APRU membership in order to obtain funding and this was something USC would continue to do in order to raise funds from other NGOs.

Professor Susan Elliott asked if UC Davis' model had been a top-down or a bottom-up approach. Professor William Lacy responded that the seed program was open to all faculties and subject to peer review. The focus was on interdisciplinary, new projects that were likely to be sustained. The projects also had to be primarily international and could be matched. The project which had secured the most funding was a project on early childhood nutrition in West Africa which had been granted US\$16m from the Gates Foundation in return for seed funding of US\$18,000. It was not a top-down approach as proposals were sent out and faculty could then respond on their own. In addition, nothing about the quality of the work was discussed but deans were asked if they felt individual projects were worth pursuing. Also, projects that were supported had to be new and not existing projects that had run out of funding without providing any concrete results.

### Closing

Professor McGillivray thanked the groups for the interesting points raised and agreed that APRU could consider doing further research in aging, as suggested by some of the groups. In particular, he thanked Professor Agawa for considering the topic of demography and aging for this year's SSM. He reminded the meeting that the ramifications of changing demographics would only affect some economies in



10-20 years' time. In the meantime, member universities had already begun some fundamental changes and even begun to collaborate both nationally and internationally to pre-empt some of the issues arising from changing demographics, such as the attraction and retention of students through planned migration.

He felt that it was important for presidents and senior staff to think seriously about these issues and that these would form part of the strategic operations of universities as each institution's strategy would greatly impact its model of internationalization. Despite the similarities within the leading universities of the Pacific Rim, there remained many differences and members would need a variety of ways to address these issues.

Professor McGillivray concluded by thanking President Seike for an interesting keynote speech and the speakers and other contributors in the Panels and other sessions. He also welcomed further suggestions on what APRU could do for members as a consortium.

#### **7. Dinner hosted by President Atsushi Seike, Keio University**

President Seike hosted a dinner at the Queen's Grand Ballroom of the Pan Pacific Yokohama Bay Hotel Tokyu. President Seike and Professor McGillivray extended their heartfelt thanks to both Keio University's Office of International Affairs and APRU Secretariat staff for their hardwork in organizing this year's SSM. In his speech, President Seike shared Keio founder Yukichi Fukuzawa's vision in establishing a place where ground-breaking knowledge and thinking could be fostered. He explained how the port of Yokohama was instrumental in achieving the founder's goals as the port developed to become a foreign trading base in Japan and a gateway to Western influences in the 1800s. Professor McGillivray presented a token of appreciation to President Seike for Keio University's hosting of the SSM in its Hiyoshi Campus, for the warm hospitality of Keio staff and for Keio University's continuous support for APRU.

Professor Kunio Takeyasu (Kyoto University) also gave a brief message at the dinner on behalf of the Japanese APRU member universities. Professor Enrikin led Senior Staff in a toast prior to the commencement of the dinner.

Keio University's cheerleading team also gave a lively performance at the dinner.



**BUSINESS MEETING  
MARCH 12, 2010**

**REPORT**

APRU Senior Staff convened to discuss business matters relating to APRU activities and new initiatives on March 12, 2010. Presentations on upcoming APRU activities in 2010 can be found on APRU's website: <http://www.apru.org/activities/ssm/2010-ssmpresentation.htm>.

**1. Upcoming APRU Activities 2010**

**Research-centric Activities:**

***Research Symposium on Earthquakes and Tsunamis 2010***

Professor Yansong Li presented on the Earthquake and Tsunamis research symposium to be hosted by Peking University (PKU) in Beijing from August 27 to 29, 2010. He introduced the topics to be featured and the symposium's target audience. With the organization of the symposium headed by Professor Qinghua Huang, Vice Dean of PKU's School of Earth and Space Sciences and an expert in population and human social studies, Professor Li explained that the aims of the symposium were to provide a platform for discussions and exchange of cutting-edge research information and further collaborations and partnerships with other APRU member universities, encourage joint research and interdisciplinary studies, and enhance public awareness and understanding.

Proposed topics included natural hazards mechanisms in seismology, geology, earth and environmental sciences; prediction, risks and impacts, emergency response, mitigation and recovery; related social sciences, public health and psychotherapy fields. As the topics resonated strongly with the major earthquake disaster of China's Sichuan province in 2008, PKU hoped to actively engage scholars from the Sichuan region by inviting them to speak and participate in this symposium.

The symposium's format would include panel and poster sessions, lectures and short term training programs for young scholars, students and members of the public. Professor Li welcomed inputs and ideas from member universities.

***Research Symposium on Brain and Mind in Asia Pacific (BMAP) 2010***

Professor Gi-Hoon Son introduced the BMAP 2010 research symposium to be hosted by Seoul National University (SNU) from August 23 to 25, 2010. First launched in 2006 by a group of APRU neuroscientists, BMAP sought to promote



multi-disciplinary research work in the brain and mind for collaborative opportunities in the Pacific Rim. The BMAP steering committee and local organizing committee for 2010 were briefly introduced. Neurologists, biologists and neural engineering scientists were some of the target audience for BMAP. The participation of students and post-doctoral fellows at BMAP 2010 was also welcome. Post-doctoral and researchers may also participate in the poster session at the symposium.

Online registration and abstract submission were being made available on the conference website and both early and late registration deadlines were communicated to senior staff. The symposium will be held at SNU and accommodation was being arranged on campus for participants. Sponsors of the symposium include APRU, SNU, the Brain Research Centre and the Korean Society for Brain and Neural Science.

### ***Research Symposium on “Interface between Nano-biology and Molecular Biology”***

Professor Kunio Takeyasu presented on the above-mentioned symposium, which was being jointly organized by the Graduate School of Biostudies and Institute for Integrated Cell-Material Sciences (iCeMS) in Kyoto University. Being strong in nano-biology research, Kyoto University was proud to be hosting the research symposium on interface between nano-biology and molecular biology which will take place from November 24 to 26, 2010. In addition to explaining the multi-disciplinary fields involving DNA, physics and chemistry from the nano to microscopic level, Professor Takeyasu also introduced members of the symposium organizing committee comprising members from the Graduate School of Biostudies, iCeMS and Organization for the Promotion of International Relations (OPIR). Participation from both APRU member and non-APRU universities would be welcomed. Expenses for some of participants will be supported.

### ***APRU World Institute***

Professor Richard Drobnick summarized the results and outcomes of AWI's public health and climate change initiatives including workshops and research program meetings from 2007 to 2009. To-date, AWI had eight Governing Board members and two theme directors who were subject matter experts for climate change and public health.

The research programs developed to-date focused on climate change and the development of integrated water systems, and on chronic, non-communicable diseases and the development of integrated public health systems.

Research teams and team leaders from a number of APRU and non-APRU institutions had already been established for both the climate change and public health initiatives. The objective of these research projects was to focus on the

development of policy responses to climate change and public health threats to the sustainable growth and development of Pacific Rim cities and to develop strategic research collaborations with academic, government, and business partners.

The research project on climate change mitigation and adaptation strategies (CMAS) was a multi-year research effort focused on the impact of climate change on water availability and alternative mitigation and adaptation strategies being considered by 11 Pacific Rim cities, including participation by non-APRU members. The research project on public health chronic, non-communicable diseases had conducted macro-studies i.e. baseline assessments on the incidence of chronic diseases and on public health research, policy and programming around the Asia Pacific region, and a number of micro-studies led variously by Claremont Graduate University, Stanford University, University of Sydney and University of Tokyo.

The outcomes of AWI activities included:

- A workshop on Hydrological Data Management and Modeling in South East Asia jointly conducted by the University of Malaya and University of California at San Diego;
- An award of a development fund to a faculty member in University of Sydney who was leading an AWI research project on vascular diseases;
- A pilot study on pollution in port cities;
- The Pacific Cities Sustainability Initiative (PCSI), a collaborative effort involving the business schools of USC, UCLA, UC San Diego and the Asia Society Centers of Northern and Southern California and the San Francisco and Los Angeles Chambers of Commerce;
- Prizes and research grants for student projects;
- Engagement of APEC business leaders at the APEC Business Advisory Council conference in February 2009 (Wellington, New Zealand);
- Invited speaking engagements at the Pacific Economic Cooperation Council conference in October 2008 (Singapore);
- Joint publication by AWI CMAS members from Kyoto University and Chulalongkorn University on 'Water Communities: Community, Environment and Disaster Risk Management';
- A US\$2.1m AWI Public Health Research Program Proposal (in preparation) to US National Institute of Health (NIH) with the Dean of Claremont Graduate University of Public Health as Principal Investigator;
- A potential US\$1m+ AWI Climate Change concept proposal (in preparation) approved by GEO (Group on Earth Observations) for a hydrological data infrastructure and capacity building for assessing and predicting climate change effects on water resources in South East Asia;
- A potential US\$1m+ AWI Climate Change concept proposal (in preparation) to the Australia-India Fund Grand Challenges; and
- A climate change proposal (in process) to the United Nations University to create a new UN Institute for Climate Transition Innovation (with campuses in Australia and a SE Asia developing country).



Upcoming workshops in 2010 included: a climate change research program meeting and a climate change workshop, both to be hosted by University of Indonesia from March 16-17 and March 18-19 respectively; and a public health research program meeting and public health workshop, both to be hosted by Nanjing University from June 16-17 and June 18-19 respectively. For upcoming workshops, AWI had begun the process of engaging international business community and leaders. The climate change meeting and workshop at University of Indonesia was expected to draw high-profile government leaders, speakers and provide opportunities for interaction with Indonesian political leaders on climate change policy issues.

Speaking on AWI's future, Professor Drobnick indicated that the seed money of US\$2m from National University of Singapore (NUS) to fund the AWI Secretariat and activities would be depleted by June 2010. While research activities in AWI were self-funded, maintaining a secretariat (staff and managing director on a half time basis) and a director for each research theme would be necessary overheads to effectively run AWI and support its ongoing research programs. Two member universities – University of Melbourne and NUS – had contributed part of Professor Jim Falk's (Climate Change Director) and Professor Meng Kin Lim's (Public Health Director) time respectively to lead AWI projects and activities, under the current operating model.

As it had been decided that APRU will not be raising membership fees to support the AWI secretariat, AWI will require a capital infusion to finance both its secretariat and activities. Professor Drobnick had already begun the process of speaking to APRU members on the various financing models and options, including:

- Providing “naming rights” to a highly-reputable donor who would give a 3-year grant of US\$400,000 per year, whereby the name must also include the word “APRU”;
- Contribution of a managing director by an APRU or non-APRU institution of highly-accomplished vice provost-types to become AWI's Managing Director on a half-time basis and a donor providing a grant of US\$200,000 per year to finance the balance of the AWI secretariat's expenses; or
- Acquisition of the AWI secretariat by an APRU or non-APRU member, or to subsume AWI activities under APRU with these activities substantially scaled back (with University of Melbourne and NUS continuing to take the lead in the climate change and public health initiatives respectively).

Professor Drobnick also said that the current public health and climate change directors had indicated they would agree to lead their projects only if the current AWI Secretariat and MD were to continue in their roles.



Professor Drobnick added that the APRU Steering Committee had charged the AWI Governing Board chair and Managing Director to contact various parties on possibilities:

- Philanthropists and foundations that might be interested to support AWI and offer partial “naming rights”;
- APRU institutions which might want to donate a vice provost-type person to become managing director on a part-time basis;
- APRU institutions which might want to “acquire” the AWI Secretariat; and
- Non-APRU institutions which might want to “acquire” the AWI Secretariat.

Professor Susan Elliott (University of Melbourne) asked if there was any possibility that the UN University would play a role in this matter. Professor Drobnick replied that for a university like the UN University to acquire AWI, the university would not be a source of funding but would mainly lend prestige to the institute to source for funding from other avenues. The meeting also explored the possibility of the two APRU Mexican members (Tecnológico de Monterrey and National Autonomous University of Mexico) acquiring/hosting the AWI Secretariat through a donor.

Dr William Lacy (University of California, Davis) asked if the APRU Secretariat would follow up on six initiatives proposed at the breakout group discussion summary session, and whether AWI initiatives would be included. Professor McGillivray said AWI activities would remain separate from main APRU initiatives and programs.

### ***Research Symposium on Gerontology***

Professor Peter Pang informed the meeting that the National University of Singapore (NUS) had just agreed to organize a 3<sup>rd</sup> research symposium on gerontology from October 11 to 13, 2010 (tentative). Junior scholars and practitioners in this field will be the target audience for this interdisciplinary symposium.

Professor Pang informed Senior Staff that the University of Tokyo and Seoul National University hosted the first and second symposiums on gerontology respectively, and that Fudan University will be hosting the 4<sup>th</sup> symposium in 2011.

Dr Lacy asked Professor McGillivray if gerontology was considered one of the six initiatives which APRU was focusing on, to which, he gave a positive answer.

### ***Other Research-centric Activities***

Professor McGillivray informed Senior Staff that the APRU-PECC publication on higher education policy initiatives and market trends in the Pacific Rim had just become available for purchase via the publisher, World Scientific. Acknowledging the authors and editors, Professor Bill Tierney (University of Southern California) and Professor Christopher Findlay (University of Adelaide), Professor McGillivray

indicated that each member university would receive two copies of the publication. He quoted the book as a good example of academic contributions by APRU institutions and the PECC, and did not rule out the possibility of other research initiatives moving towards publishing their findings and research jointly.

### **Student-centric Activities:**

#### ***Doctoral Students Conference 2010***

Dr Raphaella Dwianto informed senior staff of the upcoming Doctoral Students Conference (DSC) to be held from July 12 to 16, 2010, at the newly constructed Central Library at the University of Indonesia (UI). A total of 125 participants were expected and submissions to-date stood at over 150.

With the theme “Research for the Sustainability of Civilizations: Past, Present and Future”, the conference will include paper sessions, senior and junior guest lectures sharing views on research and its contribution to sustainable civilizations, visits to selected institutions, special workshop groups to determine issues to be discussed, the Doctoral Students Network committee election and an option trip to Bali. Lectures will form the basis for most student discussions and the site visits will include trips to the Salihara community, the Institute for Human Virology and Cancer Biology and the Eijkman Institute for Molecular Biology.

While no registration fees were being charged for DSC 2010, financial support will be provided for successful applicants and accommodation will also be provided for the lead authors of papers. Co-authors who attend the conference will have to bear their own accommodation expenses.

Dr Dwianto highlighted deadlines for abstract submissions, notification of acceptance of abstracts, registration and full paper submissions. She requested APRU member universities to invite their PhD students, including those who were currently visiting faculty in other universities, to participate.

When asked if there could be an extension of deadline for submission of abstracts, and if there was a limit on the number of papers per university, Dr Dwianto said a short extension had been granted with regard to the deadline for abstract submissions but a limit will not be imposed on the number of submissions from each university.

Having hosted the DSC in the preceding year, Professor Takeyasu (Kyoto University) made a suggestion on placing some form of restriction on the selection criteria of participants. His suggestion stemmed from having received an overwhelming number of responses for the conference, e.g. over a hundred of applications, from one particular university, and having to decide upon the successful applicants for the conference. Professor Takeyasu felt that factors such as geographical representation could help to further define and narrow the



scope of suitable applicants for the program. He also asked if the association should consider having an internal committee at each member university pre-select applicants.

Professor Adam C. Powell III (University of Southern California) remarked that there was good participation each year from USC due to the reputation of the program and this was mostly through word of mouth. Professor McGillivray attributed the success of the conference to students who were proactively willing and able to organize themselves under the DSN and run a successful DSC series.

### ***Undergraduate Summer Program 2010***

Professor Pang gave an introduction on the APRU Undergraduate Summer Program (USP) which would be hosted by the National University of Singapore (NUS) from July 5 to 16, 2010. Based on the theme, "Rising to New Challenges – Impactful Leadership in the 21<sup>st</sup> Century", the focus of the program would be on leadership, with references and resources drawn from Singapore's context.

Professor Pang outlined USP's objective to offer students the opportunity to learn about leadership academically and practically; provide practical approaches to examining contemporary issues and critical global leadership challenges of the 21st Century; explore the concept of impactful leadership as it applies to their own leadership positions; and provide opportunities for networking, exchanging interdisciplinary perspectives and sharing best practices on leadership.

Through discussions, interactions, workshops, seminars with scholars and leaders of Singapore, and visits to Singaporean institutions, students will learn more about impactful leadership. Students selected for this program should preferably be mature, global-minded individuals with an interest in leadership issues and service leadership.

Professor Pang said that participant fees would be US\$250, which covers accommodation, transportation to events and field trips, program materials, welcome and farewell dinners, social activities and field trips. Accommodation will be provided from July 4 to 17 within NUS' campus. Participation in the program will be capped at 50 participants from member universities.

Professor Elliott asked about the selection criteria of participants in the event that the program becomes oversubscribed. Professor Pang said NUS did not face issues with capping the number of participants in 2009, but if the program becomes oversubscribed in 2010, the university will work with participating universities to manage the numbers.

Professor Lacy asked if and how credits were awarded for the program. Professor Pang said the program would not award any academic credits, but participating universities were free to work out the equivalent amount of credits for the program if they so desired.



### ***Keio Summer School at University of Washington***

Professor Naoyuki Agawa presented on Keio University's offer of a Summer School program at the University of Washington (UW) to be held over three weeks from early to late August. Based on the topic "Human Systems in the Pacific Northwest Bioregion", he expressed hope that APRU members would send their students to participate in the program. In comparison to the Undergraduate Summer Program, this program offered fewer places for students from APRU member universities as Keio's Summer School at UW had a specific focus on environmental studies. Fees were in the range of US\$4,000 - 4,500 which included program fees, housing and some meals (weekday breakfasts and lunches), and costs for two short field visits.

He said that Keio University hoped to host a summer program at a new purpose-built campus by 2012, subject to available funding. The program would see a diversity of APRU students, whom he believed would find Japan a culturally attractive destination for a summer program, and draw inspiration from the current program held at the University of Washington. Dr Stephen Hanson (University of Washington) highlighted that he has had received extremely positive feedback on the program from participants at his university.

### **Human Resource Development Activities:**

#### ***APRU IT Initiatives***

Professor Donald Harris (University of Oregon), Chair of the APRU IT Initiatives Standing Committee informed the meeting of news and developments in APRU's IT-related activities and events. These were ongoing initiatives in building a network of APRU IT leaders to support academic initiatives, student activities and research symposia within the APRU consortium.

The past year saw APRU Chief Information Officers (CIOs) involved in the APRU Undergraduate Summer Program (a speaking panel), a series of video conferences following a CIO survey, and the planning of a combined CIO and Education and Research Technology (ERT) forum to be hosted by University of Southern California this May.

The ongoing video conference sessions had attracted a steady number of APRU CIOs and ICT experts from member universities. Topics of popular discussion included Grid computing, IT governance, security, disaster recovery, and upcoming topics in Cloud computing and teaching and learning.

The combined CIO and ERT forum to be held from May 24 to 28, 2010 at USC will comprise CIO panel and presentation sessions, special speakers, field trips and roundtable discussions based on themes of common interest to CIOs. The



engagement of CIOs, researchers, faculty and staff will bring unique value to addressing issues and finding solutions for common goals, and in supporting the academic community and furthering research work involving the use of information technology.

Professor J. Nicholas Entrikin (University of California, Los Angeles) expressed interest in the area of Cloud computing, which was relevant to the research he was doing. Professor Harris explained the concepts behind public and private Cloud platforms, and faculty members' and researchers' reservations about security and access issues concerning the infrastructure and use of the public Cloud. On the other hand, a private Cloud platform would be more applications-focused than hardware-focused.

Professor Powell agreed that Cloud computing was a keen area of interest especially for U.S. universities facing legal issues in data custody, protection and student access and restriction involving the use of Cloud in the public sphere.

Mr Guangzhi Xia (Tsinghua University) remarked that these ICT events and activities would be of interest and should thus be highlighted to member presidents and given more publicity. Professor Harris replied that this was being done and information on APRU's IT initiatives were regularly updated and put up on APRU's website.

Professor McGillivray added that the APRU website was gradually being revamped to include a members' login area and web space for each member to publicize their events and activities.

### ***Deans Meetings (Business Deans and Education Deans)***

Professor McGillivray highlighted the successful hosting of the Business Deans and Education Deans Meetings in 2009. At the most recent Business Deans meeting in Hangzhou last May, deans agreed to explore collaboration on a PhD summer institute with a focus on business entrepreneurship. Although there were a number of possible collaboration opportunities, there were some challenges in keeping the group going and Professor McGillivray would give a more detailed report to the presidents at the Annual Presidents Meeting this June.

Reporting interesting outcomes and intellectual development arising from the Education Deans Meeting which took place in Auckland last December, Professor McGillivray informed the Senior Staff that 2010 meeting will be hosted by University of Hong Kong (HKU) in December. Professor John Spinks (HKU) added that institutional funding for the meeting had just been approved for the meeting and confirmed that the meeting was likely to take place in early December, coinciding with HKU's centennial year.



### ***Law Deans Meeting 2010***

Dr Rattachat Mongkolnavin (Chulalongkorn University) presented on the upcoming Law Deans meeting which had been postponed from 2009 to October 14 to 16, 2010 in Bangkok. Under the theme, "The Teaching of Law in the Time of Global Crisis", the objective was to provide opportunities for deans from various law schools to share their academic and administrative visions, promote dialogue and collaboration among law schools in the Pacific Rim and to support the development of legal education in APRU member economies. Meeting agenda items would possibly include historical approaches to law school management, analyzing the effectiveness of legal education, and constructing legal teaching models during times of global crisis. Apart from APRU law deans and associate law deans, the plan was also to invite law deans from Thai universities to attend.

It was hoped that papers presented at the Law Deans meeting will be published in a set of conference proceedings. Expecting to cater to 50 to 70 participants for the meeting, Dr Mongkolnavin appealed to APRU members to invite and encourage their university's respective law deans and their associate deans to participate this October.

### ***Provosts Forum***

Professor Pang introduced the Provosts Forum as a new APRU initiative that will be hosted by National University of Singapore (NUS) from May 19 to 20, 2011 (tentative dates). The themes and topics will be those important to APRU provosts such as curricular reform, graduation programs, competition for talent, recruitment and retention of faculty, and university rankings. The forum structure will provide for greater discussion amongst provosts and fewer keynotes.

It was hoped that APRU provosts or chief academic officers, and perhaps one accompanying staff member would attend next year's inaugural forum. NUS will work closely with the APRU Secretariat to conceptualize and plan for the event. As not every university has the same organization structure, the challenge would be to identify the right persons to attend from universities that did not have administrators holding titles of "Provost" or "Chief Academic Officer".

Commenting on the merits of the Provosts Forum, Dr Lacy acknowledged the wide sphere of influence of the provost position particularly in the U.S context, indicating that the provost had decision-making power over the university's budget, curriculum and recruitment and was the most important administrative officer on North American campuses.

Mr Xia noted that several vice presidents in universities such as Tsinghua sometimes took on various roles that might be consolidated in a single provost portfolio. Therefore, he saw a real challenge in identifying the most suitable vice president to attend the forum. He added that the key could lie in identifying the key topics of interest so that the most appropriate candidate could be selected to



attend the meeting. Professor Pang replied that the forum would comprise at least three or four different topics that would suit a wide range of provost-level officers while Professor McGillivray thought it would be up to the member university to decide whether to send more than one vice president to the forum.

Given the nature of the Provosts Forum, Professor Entrikin asked if future consideration would be given to the concept and dates of the forum since it would be likely that the vice provosts in some universities be designated to attend the meeting in place of the provost. For some APRU institutions, a vice provost was already attending both the annual Senior Staff Meeting and Annual Presidents Meeting. An additional meeting in May could mean that the same group of people from APRU would attend these three meetings within a very short span of time, raising questions on the objectives and differentiation between these meetings.

### **APRU Annual Meetings:**

#### ***Annual Presidents Meeting 2010***

Professor Tremewan gave an overview of the upcoming presidents meeting to be hosted by University of Auckland from June 30 to July 2, 2010. Under the theme “Global Challenges – Pacific Perspectives”, the meeting hoped to address issues of global and human security in the Pacific Rim, present the perspective of island nations in the Pacific Ocean, and APRU presidents’ responses to the issues raised. Registration was ongoing and would remain open until May 15.

#### ***Senior Staff Meeting 2011***

Dr Mongkolnavin presented two sets of dates (March 2 to 5, and March 9 to 12) for the Senior Staff Meeting 2011 to be hosted by Chulalongkorn University. Public health could be a possible theme for SSM 2011 as this was a key area of interest for Chulalongkorn University. The dates will be confirmed later in the year and announced to senior staff. The university was looking at arranging accommodation at the Pan Pacific Hotel (20 minutes from the airport) for the meeting.

## **2. Panel chaired by Chair of Senior Staff Advisory Committee (SSAC)**

Professor J. Nicholas Entrikin (University of California, Los Angeles) introduced the members of the Senior Staff Advisory Committee who were drawn from across member economies in APRU. The geographical representation of the committee comprised both veteran and new senior staff. This was an effective and important mix to ensure continuity and diversity of dialogue.

The SSAC had had two meetings thus far (including one teleconference) and Professor Entrikin hoped that Senior Staff would continue to give the SSAC input



and ideas regarding new and current APRU initiatives. He outlined the roles the committee would embark upon, including advising the Secretary General on directions the APRU consortium should be headed towards and to communicate recommendations for change to member presidents.

Professor Drobnick asked what issues the committee had discussed thus far. Professor Entrikin replied that they had discussed various APRU initiatives, the AWI, and immediate concerns facing the consortium including the possible expansion of APRU membership and the consortium's value-add to members. Also discussed were strategies to work with external organizations and member universities in order to reap the benefits of being a part of APRU.

### **3. Aloud Forum**

Senior Staff shared on some of the latest projects and developments within their universities at the Aloud Forum. The schedule of speakers and their abstracts are attached at [Appendix A](#).

Presentations touched on topics such as: attracting investments and providing seed grants as catalysts for research and partnerships; promoting student mobility and international research mobility; new research areas and initiatives; and internationalization strategies at their respective universities.

Some of the questions raised pertained to how more funding could be secured and/or generated for research and innovation. Elaborating on University of Southern California's investments and platforms instead of his original theme, Professor Adam Powell indicated that research projects tended to be initiated and organized by the researchers themselves .i.e. bottom-up approach. He also highlighted USC's intense drive to provide freshmen with some overseas experience as part of the strategy of global mobility and technology. University-wide faculty advisory committees have also been useful for steering topic-centered, multi-disciplinary research areas. Dr William Lacy's presentation slides illustrated several of University of California, Davis' success stories which attracted (multi-fold) grants from external sources with seed funding from the university. Ms Helen Pennant from University of British Columbia (UBC) shared on how UBC used graduate student international research mobility awards to facilitate high-level expertise and research skills, contributing to the development of research in areas of mutual excellence.

Speakers such as Professor Susan Elliott from University of Melbourne, Mr Guangzhi Xia from Tsinghua University, Dr Martha Navarro-Albo from National Autonomous University of Mexico, and Professor Heung Suk Choi from Korea University, touched on their universities' internationalization efforts and initiatives in encouraging student mobility.

Dr Enrique Zepeda from Tecnológico de Monterrey and Dr Kiichiro Tsuji from Osaka University presented on the research developments at their universities.



Tecnológico de Monterrey has entered research in areas such as biotherapeutic development, nutrigenomics and bioenergy, and some of the findings have been successfully transferred and applied for societal benefits. Dr Zepeda indicated that some professors have even started spin-off companies based on their research findings. Dr Tsuji spoke on some of Osaka University's initiatives for the Global 30 Project. These initiatives included the Special Integrated Science Course, International Physics Course and FrontierLab@OsakaU. He also extended an invitation to FrontierLab, short-term program launched in 2008 which emphasized hands-on laboratory research.

#### **4. Closing**

Professor McGillivray thanked Senior Staff for a relevant and useful meeting which had brought together participants with a shared love for education, teaching and research to share thoughts and exchange ideas. He also thanked the Keio University staff and the APRU Secretariat for an excellent job organizing the SSM. He also reiterated Professor Drobnick's invitation to members who were interested in investing further in AWI to contact Professor Drobnick.

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Recorded by : APRU Secretariat  
Date : April 2010



## Schedule of Aloud Forum

- 1) **Professor Adam Clayton Powell III**  
**Vice Provost for Globalization**  
**University of Southern California**

### Expansion of Research Activity and Partnerships in the Pacific Rim

The Association of Pacific Rim Universities represents a unique partnership of the strongest research universities in the Pacific Rim. It is only to our benefit to broaden and strengthen research partnerships among APRU universities, both strategically, to address long-range regional issues, and opportunistically, to focus on urgent concerns that may arise rapidly. In addition to enhancing APRU and its member universities, expanded joint research activity may represent opportunities for joint research funding from sources that may be more difficult for us to cultivate as individual universities.

- 2) **Professor Susan Elliott**  
**Deputy Vice Chancellor (Global Engagement)**  
**University of Melbourne**

### The Melbourne Model: Three years on

The University of Melbourne is in the middle of one of its most significant transformations in recent history, having implemented a new model of education in 2008 commonly referred to as the "Melbourne Model". The University now offers a selected number of broad, three-year undergraduate courses, following which students have further study options in a professional graduate degree or a research higher degree, otherwise direct entry into employment.

This presentation will highlight the rationales for the introduction of radical curriculum reform at Melbourne and the University's focus on moving from being a predominantly undergraduate university to becoming a leading provider of graduate education in Australia. It will then briefly describe the process followed by the University to implement the Melbourne Model and close with comments about the outcomes of the Model to date, three years on from the first student enrolment in new undergraduate courses.

- 3) **Dr William Lacy**  
**Vice Provost, University Outreach and International Programs**  
**University of California, Davis**

### Seed Grants Germinate into New Initiatives and Partnerships

For nearly ten years the UC Davis-University Outreach and International Programs competitive seed grants have jump-started over 100 creative new initiatives. Peer reviewed grants of \$2,000 - \$25,000 totaling over \$1,000,000 have stimulated new research and educational programs and partnerships, and generated over \$23,000,000 in new funds. The processes, examples, and management of the program will be briefly reviewed.



**4) Ms Helen Pennant  
Executive Director International  
University of British Columbia**

Promoting International Research Collaborations: UBC International Graduate Student Mobility and Research Workshop Grants

UBC's Office of the Vice President Research & International launched two new funding programs in 2009 to support the development of research partnerships and exchanges between UBC and research-intensive institutions outside of North America: (1) UBC Graduate Student International Research Mobility Award, and (2) International Research Collaboration Workshop Grant. The student mobility award (\$1,500 CDN) enriches graduate learning by supporting short-term research abroad programs – both for UBC graduate students to conduct research at leading institutions outside of North America, and for international students to carry out research at UBC. The workshop grant supports collaborations between UBC faculty and scholars at leading research institutions outside of North America. The grant is intended to lead to the development of joint research proposals to support research in areas of mutual excellence. Up to \$10,000 CDN in matching funds is available to support workshops in Canada or overseas.

**5) Mr Guangzhi Xia  
Deputy Director, International Office  
Tsinghua University**

Internationalization of Higher Education: Student mobility and university collaboration modules

Student mobility should be one of the basic international collaborations among the higher learning institutions. Tsinghua University has set up the goal to have 30% of the undergraduate and 80% of graduate students having overseas experiences during their study programs. Such mobility takes the forms of exchange students, joint education programs, summer programs (thematic or general cultural camps, courses or lab research internships). The university's international engagement should be more related to the global issues and challenges facing the whole mankind and the universities should take the leading roles in building up a more peaceful, harmonious and sustainable and better-off future of the global community through their collaborations which including the modules of: 1) presidential strategic summits on the global issues, 2) faculty joint efforts in education and research, 3) international student mobility; 4) technology transfer and 5) executive meetings of the organization. Tsinghua University has gained some experience in all the modules and looks forward to closer ties with the APRU partners.

**6) Dr Enrique Zepeda  
Vice President for Internationalization  
Tecnológico de Monterrey**

Biotechnology Research at Tecnológico de Monterrey

*Landing Science through Technology Development into Business Opportunities*

El Centro de Biotecnología-FEMSA at Tecnológico de Monterrey integrates researchers from different academic departments to become an interdisciplinary and multidisciplinary



research group composed by Biochemical and Chemical Engineers, Food Engineers, Biologists, Chemists, and Medical Doctors.

We have designed our Biotechnology Center based on an analysis of our strengths and carefully aligned to opportunities in the national and international market. Resulting from this analysis, we decided to primarily concentrate our activities in three general areas of interest: Pharmaceutical Biotechnology, Food Biotechnology, and Bioprocess Engineering.

#### *Pharmaceutical Biotechnology*

One of the main research activities of our Biotechnology Center is the search for bioactive compounds from Mexican plants and food materials (México is one of the most biodiverse countries world-wide). Using state of the art analytical and biotechnology strategies and tools an interdisciplinary team screens for nutraceutical and pharmaceutical candidates in native natural products. Extracts from these sources are tested for anti-oxidant capacity and cancer inhibition potential in different cancer cell lines. Whenever inhibition is observed, separation and chemical analysis protocols are conducted to isolate and identify the bioactive compound(s). Bioassays with animal models are used to validate the bioavailability and efficacy of the pharmaceutical candidates. Protein expression experiments are performed to study at the cellular level, and possibly understand, the biochemical mechanisms causing the observed effects.

In addition, we had developed capabilities to engineer CHO cells (Cancer Hamster Ovarium cells) to produce therapeutic proteins, and to validate chemical identity and bioactivity of biopharmaceuticals.

In May 2009, as a response to pandemic Influenza A/H1N1, we mounted a research platform on the area of molecular methods for the diagnostic of Influenza and a project to develop a recombinant vaccine against Influenza A/H1N1/2009. Our vaccine candidate is currently undergoing preclinical testing.

#### **7) Dr Kiichiro Tsuji Vice-President, Trustee Osaka University**

##### Osaka University's Initiatives for the "Global 30" Project

Osaka University was selected as one of the core universities to implement the "Global 30" project funded by the Japanese government in 2009. In accordance with the project objectives, the university now aims to drastically increase the number of international students, offer more courses and degree programs in English, both at undergraduate and graduate levels, and enhance support for incoming students and scholars, thereby spearheading Japan's higher education internationalization efforts as a model institution.

The presentation introduces some of Osaka University's latest initiatives in achieving the goals of "Global 30". Although still in an early stage of implementation, the project will create an environment more conducive to academic exchange with partner universities overseas and promote proactive outreach within Asia Pacific and beyond. The presentation will also touch on some contingent issues such as challenges and future directions for Japanese research universities.



**8) Dr Martha Navarro-Albo**  
**Director General for International & Academic Cooperation**  
**National Autonomous University of Mexico**

UNAM: Mexico's Premier Research University and Its Internationalization Strategy

The Universidad Nacional Autónoma de México (UNAM) is the oldest and largest institution of higher education in the Americas. Founded in 1551, it was the first to offer higher education in the continent. Today it has more than 300,000 students and generates fifty percent of the country's research. As the National University of Mexico, it has the mission and social responsibility of building capacity for sustainable development. In 2007, UNAM launched its internationalization initiative, recognizing further internationalization as essential to its aspirations to become one of the world's top public research institutions. This presentation explores the challenges involved in this process, through comprehensive internationalization, seen as a powerful tool for the enhancement of high quality, socially relevant teaching and research. The recent proliferation of national and international rankings reflects the widespread recognition that economic growth and global competitiveness are increasingly driven by knowledge and UNAM plays a key role in this context.

**9) Professor Heung Suk Choi**  
**Vice President for International Affairs**  
**Korea University**

Innovations in Incoming Students' Services - Korea University

Introducing Korea University's innovative services for incoming students such as the buddy program called KUBA (Korea University Buddy Assistants), a one-stop service center for international students, and the VOC system through OIA's (Office of International Affairs) homepage etc.



7<sup>th</sup> Senior Staff Meeting ■ March 10-12, 2010 ■ Keio University

## Meeting Program

As of March 3, 2010

### WEDNESDAY, MARCH 10

Venues: Pan Pacific Yokohama Bay Hotel Tokyu & Keio University, Hiyoshi Campus, Yokohama

- AM**                      **Registration of delegates upon arrival and check-in at Hotel**  
*Participants should pick up their meeting folios at the hotel upon check-in. Uncollected folios may be picked up at Keio University before the Forum begins.*
- 12:30-13:50**            **Senior Staff Advisory Committee (SSAC) (by invitation only)**  
*Venue: "Princess" room, Pan Pacific Yokohama Bay Hotel Tokyu*
- 14:00-14:30**            **Welcome Session for New Senior Staff (by invitation only)**  
*Venue: "Yamayuri" room, Pan Pacific Yokohama Bay Hotel Tokyu*
- 14:45**                      **Delegates to meet at the Pan Pacific Yokohama Bay Hotel Tokyu lobby**  
**Depart Hotel for Keio University**

### APRU Senior Staff Forum 2010

**"Riding the Demography Wave: How to Adapt, Survive and Prosper in a Changing Higher Education Environment in the Pacific Rim"**

*Venue: Room D101, 1F, Independence Wing (Dokuritsu-kan), Hiyoshi Campus, Yokohama*

- 15:30-17:30**            **Welcome by President Atsushi Seike, Keio University**  
**Welcome by Secretary General Kenneth J. McGillivray, APRU**  
**Panel Session I on "Different Perspectives: The Impact of Shifting Demographics and an Aging Society"**  
Chair  
 Naoyuki Agawa, Vice President for International Collaboration and Education, Keio University  
Speakers  
 Kazuo Tsubota, Professor, School of Medicine, Keio University  
 Futao Huang, Professor, Research Institute for Higher Education, Hiroshima University  
 Naohiro Yashiro, Professor, International Christian University  
*Panelists will speak on the phenomenon of rapid population aging across the globe and shifting demographic trends. The Forum theme will feature a wider discussion on how universities must act quickly to adapt to these changes and the impact of these changes on the higher education sector.*  
**Question and Answer Session**

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**17:40**                    **Depart Keio University for Dinner**

**19:00**                    **Welcome Dinner (Buffet)**  
*Venue: "Toh-Ten-Koh" Restaurant, Yokohama (Chinese)*

**21:00**                    **Depart for Hotel**

**THURSDAY, MARCH 11**

*Venue: Keio University, Hiyoshi Campus, Yokohama*

**8:15**                    **Delegates to meet at the Pan Pacific Yokohama Bay Hotel Tokyu lobby**  
**Depart Hotel for Keio University**

**9:30-10:30**            **Keynote Speech by President Atsushi Seike, Keio University**  
*Venue: Room D101, 1F, Independence Wing (Dokuritsu-kan)*  
**Question and Answer**

**10:45**                    **Group Photo followed by Tea Break**

**11:15**                    **Panel Session II on "Changing Demographics in the Pacific and their Impact on Higher Education"**  
*Venue: Room D101, 1F, Independence Wing (Dokuritsu-kan)*

Chair

Junichi Mori, Vice President for International Relations, Kyoto University

Speakers

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

Sung-il Cho, Deputy Vice President for International Affairs, Seoul National University

Christopher Tremewan, Pro Vice-Chancellor (International), University of Auckland

**Question and Answer**

**12:30-13:30**            **Lunch**  
*Venue: Collaboration Complex (Kyosei-kan)*

**13:45**                    **Breakout Discussion Sessions (concurrent sessions)**  
*Venues: Rooms D202, D204, D205, D206, 2F, Independence Wing (Dokuritsu-kan)*

*Group discussions can investigate the impact of demographic shifts on areas such as national educational policies, internationalization models and outreach strategies, institutional approaches to faculty-student composition, attraction and retention strategies, and instructional and curriculum development. The groups can also offer their views on ways to mitigate or*

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*adapt to these forces.*

**15:30**

**Tea Break**

**Noon**

**Lunch (buffet)**

**15:45**

**Summary of Breakout Discussions**

*Venue: Room D101, 1F, Independence Wing (Dokuritsu-kan)*

*Senior Staff leaders or group representatives will report back to the main meeting on what they have discussed earlier within their groups. This could include proposed working models or ideas raised with regard to issues in their respective topics.*

**17:15**

**End of Forum and Return to Hotel**

**19:00**

**Dinner hosted by President Atsushi Seike, Keio University**

*Venue: Queen's Grand Ballroom, Pan Pacific Yokohama Bay Hotel Tokyu*

**FRIDAY, MARCH 12**

*Venue: Keio University, Hiyoshi Campus, Yokohama*

**08:00**

**Delegates to meet at the Pan Pacific Yokohama Bay Hotel Tokyu lobby  
Depart Hotel for Keio University campus**

**Business Meeting**

**(for APRU Senior Staff only)**

*Venue: Room D203, 2F, Independence Wing (Dokuritsu-kan), Keio University*

**09:00**

**Briefing on APRU Activities 2009**

*Kenneth McGillivray, Secretary General, APRU*

**Upcoming APRU Activities 2010**

Research-centric Activities:

- Research Symposium on Earthquakes and Tsunamis 2010  
*Yansong Li, Assistant President, Peking University*
- Research Symposium on Brain and Mind 2010  
*Gi-Hoon Son, Senior Post-Doctoral Researcher, Seoul National University*
- Research Symposium on "Interface between Nano-biology and Molecular Biology"  
*Kunio Takeyasu, Professor, Graduate School of Biostudies, Kyoto University*
- APRU World Institute  
*Richard Drobnick, Managing Director, APRU World Institute*

Student-centric Activities:

- Doctoral Students Conference 2010  
*Raphaella Dwianto, Head of International Office, University of Indonesia*
- APRU Undergraduate Summer Program 2010  
*Peter Pang, Assistant Vice-President (University & Global Relations), National University of Singapore*
- Keio University Summer School at University of Washington 2010  
*Naoyuki Agawa, Vice President for International Collaboration and Education, Keio University*

Human Resource Development Activities:

- APRU IT Initiatives  
*Donald Harris, Chair, APRU IT Initiatives Standing Committee*
- Deans Meetings 2010
  - Business and Education Deans Meetings  
*Kenneth McGillivray, Secretary General, APRU*
  - Law Deans Meeting 2010  
*Rattachat Mongkolnavin, Assistant to the President, Chulalongkorn University*
- Provost Forum  
*Kenneth McGillivray, Secretary General, APRU*

**APRU Annual Meetings**

- Annual Presidents Meeting 2010  
*Christopher Tremewan, Pro Vice-Chancellor (International), University of Auckland*
- Senior Staff Meeting 2011  
*Rattachat Mongkolnavin, Assistant to the President, Chulalongkorn University*

**11:30**                    **Panel chaired by Chair of Senior Staff Advisory Committee (SSAC), J. Nicholas Entrikin**

**Noon**                    **Lunch**  
**Venue: Collaboration Complex**

**13:15**                    **Aloud Forum**  
*The Aloud Forum provides a platform for members to share information on the latest developments in their universities. It also gives members an opportunity to seek partners for collaborative projects. Senior Staff representatives will be asked to share briefly on 1-2 projects/collaborative interests within their respective universities.*

**15:15**                    **Conclusion and Wrap-Up Session**



*Bridging the Pacific Rim Community  
through education, research & enterprise*

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**Kenneth McGillivray, Secretary General, APRU**

**15:30                      Closing Tea Reception**

**16:00                      Return to Hotel**

**7<sup>th</sup> APRU SENIOR STAFF MEETING  
MARCH 10-12, 2010  
KEIO UNIVERSITY**

**Annex 2**

*As of March 3, 2010*

*Participant List*

No.	Institution	Title	Given Name	Surname	Designation	Email Address	Address
1.	Australian National University	Mr	Darren	Brown	Director, International Development	<a href="mailto:darren.brown@anu.edu.au">darren.brown@anu.edu.au</a>	International Development Office 26 Balmain Crescent Canberra ACT 0200 Australia
2.	Chulalongkorn University	Asst. Prof. Dr.	Rattachat	Mongkolnavin	Assistant to the President	<a href="mailto:Int.off@chula.ac.th">Int.off@chula.ac.th</a> ; <a href="mailto:rmongkolnavin@gmail.com">rmongkolnavin@gmail.com</a>	Office of International Affairs, Phyathai Rd, Pathumwan, Bangkok, Thailand 10330
3.	Chulalongkorn University	Ms	Montira	Narkvichien	Deputy Director, Office of International Affairs	<a href="mailto:Int.off@chula.ac.th">Int.off@chula.ac.th</a> ; <a href="mailto:montira.n@chula.ac.th">montira.n@chula.ac.th</a>	Office of International Affairs, Phyathai Rd, Pathumwan, Bangkok, Thailand 10330
4.	Far Eastern National University	Prof.	Alexey Y.	Starichkov	Director, International Department Dean, School of Korean Studies	<a href="mailto:starichkov@dip.dvgu.ru">starichkov@dip.dvgu.ru</a>	
5.	Fudan University	Prof.	Yinzhang	Chen	Pro-vice President, International	<a href="mailto:yzchen@fudan.edu.cn">yzchen@fudan.edu.cn</a>	Foreign Affairs Office, Fudan University 220 Handan Rd. Shanghai China 200433
6.	Fudan University	Ms	Ann	Tang	Director Assistant, International Office	<a href="mailto:wqtang@fudan.edu.cn">wqtang@fudan.edu.cn</a>	Foreign Affairs Office, Fudan University 220 Handan Rd. Shanghai China 200433
7.	Hong Kong University of Science and Technology	Prof.	Kar Yan	Tam	Dean of Undergraduate Education	<a href="mailto:kytam@ust.hk">kytam@ust.hk</a>	Room 4592, Annex Building, Office of the Dean of Undergraduate Education, Clear Water Bay, Kowloon, Hong Kong
8.	Keio University	Prof.	Naoyuki	Agawa	Vice-President for International Collaboration and Education	<a href="mailto:ogi-core@adst.keio.ac.jp">ogi-core@adst.keio.ac.jp</a>	2-15-45, Mita, Minato-ku, Tokyo, Japan 108-8345
9.	Korea University	Prof.	Heung Suk	Choi	Vice President for International Affairs	<a href="mailto:hschoi@korea.ac.kr">hschoi@korea.ac.kr</a>	#303 Donwon Global Leadership Hall, Korea University Anam-Dong, Seoungbuk-Gu, Seoul 136-701, Korea
10.	Korea University	Mr	Jong Keun	Kim	Manager	<a href="mailto:jk1004@korea.ac.kr">jk1004@korea.ac.kr</a>	#303 Donwon Global Leadership Hall, Korea University Anam-Dong, Seoungbuk-Gu, Seoul 136-701, Korea

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MARCH 10-12, 2010  
KEIO UNIVERSITY**

*As of March 3, 2010*

*Participant List*

No.	Institution	Title	Given Name	Surname	Designation	Email Address	Address
11.	Kyoto University	Prof.	Junichi	Mori	Vice President for International Relations	<a href="mailto:junichi.mori@cfse.mbox.media.kyoto-u.ac.jp">junichi.mori@cfse.mbox.media.kyoto-u.ac.jp</a>	Yoshidahonmachi, Sakyo-ku Kyoto-shi, 606-8501, Japan
12.	Kyoto University	Prof.	Kunio	Takeyasu	Professor, Graduate School of Biostudies	<a href="mailto:takeyasu@lif.kyoto-u.ac.jp">takeyasu@lif.kyoto-u.ac.jp</a>	Yoshidahonmachi, Sakyo-ku Kyoto-shi, 606-8501, Japan
13.	Nanjing University	Assoc. Prof.	Zhehua	Dai	Deputy Director, Office of International Cooperation and Exchanges	<a href="mailto:dai@nju.edu.cn">dai@nju.edu.cn</a>	22 Hankou Road, Nanjing, Jiangsu 210093 People's Republic of China
14.	National Autonomous University of Mexico	Dr.	Martha	Navarro-Albo	Director General for International & Academic Cooperation	<a href="mailto:arllinan@unam.mx">arllinan@unam.mx</a>	Insurgentes Sur 3000, Torre de Rectoria 10 <sup>o</sup> piso Circuito Interior, Ciudad Universitaria 04510 Coyoacan, Mexico, D.F.
15.	National Taiwan University	Dr.	Jer-Ming	Hu	Deputy Dean, Office of International Affairs	<a href="mailto:intlprograms@ntu.edu.tw">intlprograms@ntu.edu.tw</a>	No.1, Sec. 4, Roosevelt Road, Taipei, Taiwan
16.	National University of Singapore	Prof.	Peter	Pang	Assistant Vice-President (University & Global Relations)	<a href="mailto:peterpang@nus.edu.sg">peterpang@nus.edu.sg</a>	Office of the Vice-President (University & Global Relations) University Hall, Lee Kong Chian Wing #06-02D, 21 Lower Kent Ridge Road Singapore 119077
17.	National University of Singapore	Prof.	Anne	Pakir	Director, International Relations Office	<a href="mailto:irohead@nus.edu.sg">irohead@nus.edu.sg</a>	International Relations Office 3rd Storey, Unit 03-03 Shaw Foundation Alumni House 11 Kent Ridge Drive, Singapore 119244
18.	National University of Singapore	Mr	Andrew	Gall	Manager, International Relations Office	<a href="mailto:iroatg@nus.edu.sg">iroatg@nus.edu.sg</a>	International Relations Office 3rd Storey, Unit 03-03 Shaw Foundation Alumni House 11 Kent Ridge Drive, Singapore 119244
19.	Osaka University	Dr.	Kiichiro	Tsuji	Vice-President, Trustee	<a href="mailto:tsuji@eei.eng.osaka-u.ac.jp">tsuji@eei.eng.osaka-u.ac.jp</a>	1-1 Yamadaoka, Suita, Osaka 565-0871, Japan

**7<sup>th</sup> APRU SENIOR STAFF MEETING  
MARCH 10-12, 2010  
KEIO UNIVERSITY**

*As of March 3, 2010*

*Participant List*

No.	Institution	Title	Given Name	Surname	Designation	Email Address	Address
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**7<sup>th</sup> APRU SENIOR STAFF MEETING  
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