



The Network for
International Higher Education

The Newsletter

Issue 15, June 2009

www.universitas21.com

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Joint PhDs Launched

At the annual network meeting in May, U21 Presidents signed a Memorandum of Understanding to launch a unique development in the opportunities available to PhD students around the network.

The agreement, signed by Vice-Chancellors and Presidents from fourteen member universities, established a joint PhD programme which enables doctoral students to embark on joint degrees,

considerably enhancing their research and employment opportunities on an international scale. Unlike a number of other joint programmes, this MoU gives an over-arching framework for universities to create tailor-made programmes of study for each student, taking individual

research needs into account and enabling collaboration with another of the network's universities.

The institutions involved in this ground-breaking programme



Professor Mary Bownes with President Lee of Korea University and some of the other Joint PhD signatories

are the universities of Auckland, Birmingham, British Columbia, Delhi, Dublin (University College), Edinburgh, Glasgow, Hong Kong, Korea, McGill, Melbourne, Nottingham, Queensland and Virginia, thus presenting a truly global choice of research partners for students embarking on a PhD.

Speaking on the launch of the programme, Professor John Casteen, President of the University of Virginia and Chair of the *Universitas 21* network, said: "The signing of this MoU today marks a key development

in the way in which U21 universities are approaching study and research. Not only does this distinguish us from the other programmes already in existence, by being focused clearly on the needs of the individual students, but it sets a new benchmark for international collaboration at PhD level and is a trend which I believe is one which should be followed by other major networks and consortia."

The programme grew out of discussions among the Deans and Directors of Graduate Studies group within the *Universitas 21* network, and was led by Professor Mary Bownes at the University of Edinburgh.



From the Secretariat...

At this time of year, it is usual for us to reflect on our recent annual network meeting where representatives of member universities gather together to look back on the past and plan for the future. The 2009 meeting was hosted by Korea University, who joined the network in 2005, – the same time that I took up the role of Secretary General. You could say that KU and I are contemporaries in U21 land.

Over the space of three days, we managed to cram in seven meetings; one press conference; networking opportunities; a day-long academic symposium; and more photographs than I would have thought humanly possible. All of this is reported in this edition of *The Newsletter*. Most important of all was the chance to establish and build on links with sister organisations around the globe and share thoughts and ideas on tackling our common

challenges. All of this activity was capably supported by Korea University staff who were able to deal with every detail and last minute change I could think up while demonstrating why Korea is rightly known as the Land of the Morning Calm.

Colleagues who know me well will hope this is a lesson I shall take with me to future meetings!

Jane Usherwood
Secretary General
Universitas 21

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Declaring Sustainability

With 2008/09 designated U21's Year of Sustainability, we were delighted that Vice-Chancellors and Presidents from across the network signed a Statement on Sustainability at the annual network meeting at Korea University, emphasising the important role that universities can and do play in addressing energy; food and water security; climate change; economic sustainability; human health; and the decline of biodiversity.

Through the statement, which was co-ordinated by colleagues at the University of British Columbia, the *Universitas 21* member universities commit themselves to ensuring a sustainable future:

- through research, teaching, community partnerships and demonstrable actions, to advance timely solutions to ecological, societal and economic problems,
- through engagement with civil society, industry and government, to accelerate these solutions beyond the campus, and
- by working together collaboratively and co-operatively, to achieve more than is possible by working alone.

Each university will:

- develop, publish and monitor targets;
- share the results with each other;
- engage in research towards a sustainable future;
- establish the university campus as a living laboratory for a sustainable future;
- emphasise citizenship & engagement to promote faculty, staff and student volunteerism; and
- build capacity through cross-network collaboration and work.

The network as a whole recognises the importance of this commitment and sees it as a necessary step in addressing the increasingly relevant issue of sustainability and ways in which universities can address it both internally and externally.

Dr Craig Klafter signing the Sustainability Declaration on behalf of UBC



Influencing Public Policy

Building on the previous three U21 Symposia, the 2009 Symposium at Korea University, which took place on 21 May as part of the annual meeting of U21 Presidents, explored the mechanisms which operate between the university and the formation of governmental public policy. Three key areas were identified in which universities often provide expertise

Division of International Studies, focused on the university's influence in developing governmental national and trans-national organisational economic policies. Professor Dongwha Kum of the Korea Institute of Sciences & Technology gave an interesting presentations on the progress of science and technology and the role of academia in Korea, while Professor John

President Lee of Korea University addressing the U21 Symposium



to governments as they develop and implement public policy decisions – education, economic development and 'controversial' social issues – and were discussed in three sessions over the course of the day.

After the opening speeches by Professor Ki-Su Lee, President of Korea University and Professor John Casteen, President of the University of Virginia and Chair of the U21 network, the morning session focused on the relationship between the university and government in global human resource development. Professor David Eastwood, newly-appointed Vice-Chancellor of the University of Birmingham and Professor Kazuo Kuroda of the Graduate School of Asia-Pacific Studies at Waseda University gave two different perspectives on this issue, from UK and Asian standpoints, and generated some interesting discussion about the ways in which higher education has both shaped and responded to the demands of government and employers.

The second session, moderated by Professor Innwon Park of Korea University's

Casteen gave fuel to the discussion with his speech entitled *Policy and Reciprocity: effective partnerships for economic growth*. A shortened version of this can be read on page 13.

The final session of the day, investigating the university's role in establishing 'facts' in areas of controversial public policy was moderated by Professor Glyn Davis, Vice-Chancellor of the University of Melbourne. It was opened by a guest to the network, Professor John Haldane of St Andrew's University, Scotland, followed by Professor Dong-Young Kim of the Korea Development Institute. This led on to some very lively debate, particularly between Professor Haldane and Professor Sir Timothy O'Shea of Edinburgh and brought an interesting day of presentations and discussion to a close, having given all delegates some stimulating points for consideration and thought.

Clare Noakes
Universitas 21

Firming Up Friendships

For three days in May, members of the network gathered on the Korea University campus in Seoul to reflect on the past year's activity and plan for the coming year. During our time in Korea, two major agreements were signed signalling areas of great importance for our members and for higher education. Our Year of Sustainability was crowned by the signing of a declaration on sustainability in which members committed themselves to advance timely solutions to ecological, societal and economic problems through research, teaching, community partnerships and demonstrable actions; to accelerate these solutions beyond the campus through engagement with civil society, industry and government; and to work collaboratively and co-operatively to achieve more than is possible by working alone: in some ways a microcosm of life in a network! As the Chair of the network, Professor John Casteen of the University of Virginia, commented, "Sustainability is an essential activity in any university that wants to be useful in the next generation."

The other agreement formally launched the Joint PhD project with fourteen of our

members committing to offer bespoke joint PhD arrangements with other member universities, tailored to suit the needs of individual students within a widely-agreed framework.



Se-Hoon Oh, Mayor of Seoul, speaking at the U21 Gala Dinner

However, the meetings at KU were not only marked by such important agreements between Presidents. During the course of three days, there were seven different meetings of those present, together with many opportunities for meeting informally and networking with international colleagues. Many new friends were welcomed, including new Presidents from Birmingham, Fudan, Singapore and Nottingham as well as new U21 Managers from Birmingham, Korea, Singapore and Queensland. The mix of formal and informal meetings, supported by the excellent hospitality from KU, gave ample opportunities for relationships to be built and for much business to be done outside

of the formal meetings. The arrangements by Korea University were exemplary and nothing seemed to be too much trouble for the team of people from the International Relations Office who worked with us, from dealing with special dietary requirements to the changing of the venue for formal photographs when the heavens decided to open after many days of glorious sunshine. Those participating in the meetings themselves were blissfully unaware of the efforts being put in behind the scenes by many cheerful, willing people from what seemed like dawn to dusk.

The highlight of the formal part of the series of meetings was the gala dinner, graciously hosted by the Seoul Metropolitan Government. We were fortunate that the Mayor of Seoul was able to join us and share his views on the importance of universities, and of Korea University, to national life. Later that evening, we were also treated to some marvellous Korean

drumming and dancing – a brief insight into the cultural life of our host nation which showed the vibrancy and energy of the country.

Above all, the annual network meetings are a time to strengthen our partnerships and President Lee's hospitality, KU wine and kim chi certainly aided this. Next year's annual meeting will be at the University of Delhi and planning for that is already underway, so that we can further build on the successes of 2009's meeting.

Jane Usherwood
Universitas 21

Undergraduate Research Conference deadline approaching!

Plans are well underway for the fifth U21 Undergraduate Research Conference which is taking place from 15 to 21 October 2009 at the University of Glasgow.

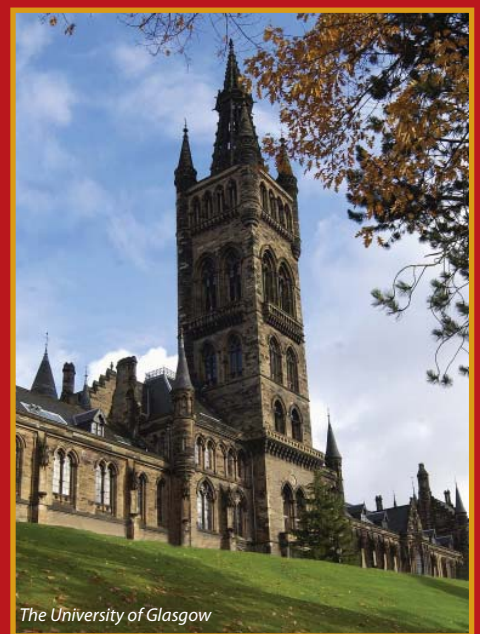
Undergraduates or newly-graduated students from across the network are invited to attend to present their undergraduate research to their peers at this week-long event at one of Scotland's oldest universities in a vibrant and historic city.

There is no over-arching theme this year, so students from every discipline are welcome to come and gain experience of presenting

academic papers, discussing their research with colleagues from around the world and hearing a whole range of subjects explored and debated.

Most universities have their own systems for selecting students and International Offices (or equivalent) have details on how to register for this conference. The closing date for student registration is 31 July 2009.

For further details, log on to www.universitas21.com/events.html and follow the link to the URC.



The University of Glasgow

How employable are U21 students?

At the recent U21 AGM in Korea, the Presidents highlighted the growing significance of the employability agenda in HE across the world. If students are to realise the benefits of studying at internationally oriented, research intensive universities, they must graduate with the kind of skills that employers value. What are those skills? What do employers expect? How does international experience and internationalisation contribute to employability? What is the labour market experience of students from the U21 universities – how employable are they? What constitutes best practice in terms of delivering employability skills?

The 2009 U21 Teaching and Learning Conference will take as its theme, *Teaching*

and Learning for Employability in a Global Economy. The programme will be delivered as a mixture of keynote lectures to stimulate discussion and debate around key themes, conference papers aligned to



Nottingham's Ningbo Campus

the key themes, and workshops to allow informal group discussion of themes associated with both employability and agenda and issues arising from the 2008 conference (internationalisation,

enhancing the student experience, teaching and learning in research intensive universities).

The conference is being jointly organised by the Universities Fudan, Glasgow, Nottingham and University College Dublin and will be held at the University

of Nottingham Ningbo, China. The campus is easily accessible, being just south of Shanghai; accommodation can be offered to conference delegates either at the University's Staff Hotel or in hotels nearby.

Papers on the areas identified as linking to employability and the global economy should be submitted by 30 June 2009 and sent in electronic form to Carol. Spencer@Nottingham.ac.uk. Decisions on submitted papers will be notified to authors by 30 July.

Registration will open in July and further details can be

found at www.universitas21.com/events.html.

Professor Christine Ennew
University of Nottingham

Summer School in Winter!

As we go to press, the University of Queensland is about to welcome over 100 delegates to the sixth *Universitas 21* Summer School from 12 to 24 July 2009. This year's theme is *Climate Change Adaptation*, a theme which unites people all over the world as we strive to find answers to a plethora of associated challenges, and it calls for the ingenuity and collaborative spirit of researchers and scholars to come to the fore.

Potential impacts on natural and human systems include temperature changes, precipitation changes, severe weather events and sea level rise associated with thermal expansion and de-glaciation. These issues will tax our scientists, governments, communities and businesses to unprecedented levels.



Participants at last year's summer school

and social science of the predicated effects of climate change. Climate impacts and responses will then be explored

through a number of themes, including water resources, biodiversity, marine and coastal environment, settlements and

The focus of the programme will be on the science

infrastructure, land and food, energy, and social and economic consequences.

Participants will also learn and practise critical thinking in hands-on skills sessions, using different learning styles including systems frameworks, strategic thinking, mind mapping and other techniques for making multi-criteria decisions.

As a result, participants will leave the Summer School with insight into predicted changes, their impact on humanity and the planet, how we need to adapt, what mechanisms there are for responding, our level of readiness and our capacity to adapt. Two field trips are included in the programme. The first will be a day trip to the Gold Coast; the second will be an overnight trip to Tangalooma Island Resort – a leading tourist resort in an isolated setting adapting to climate change issues.

Finally, a public UN Assembly-type event will be held on the last day, with discussions regarding the global response to climate change.

A report from the Summer School will appear in our next newsletter and online.

Second U21 Graduate Research Conference

Universitas 21 is holding a second conference for graduate researchers, taking place in Australia from 29 November to 6 December 2009. The conference builds on the highly successful inaugural Graduate Research Conference held in Birmingham in July 2008 and focuses on the themes of the Built Environment; Energy; Water; Health; Society and Governance; Environment.

In addition to a small number of keynote lectures by experts across these fields, all graduate participants will present a short talk and a poster. There will be a variety of additional activities and visits to increase understanding of the issues, stimulate creativity and develop general skills. The two venues (Melbourne and Brisbane) will provide excellent examples of some of the key issues for cities of the future.

Climate scientists are saying that Australia will be one of the first countries to be affected by climate change. Modelling of global climatic change predicts southern Australia will become drier and the droughts more extreme, while northern Australia will become wetter with more extreme cyclones.

There is growing evidence that these climatic changes are starting. Southern Australia is in the grip of a 12 year drought, the worst in recorded history, with attendant severe water shortages and disastrous bushfires. At the same time, much of northern Australia is under water!

Melbourne cityscape



Australia, like many developing economies, is facing challenges to future sustainability and is investing in strategies to mitigate and adapt as insurance against the potential of this new climatic reality. People are increasingly moving into urban areas from rural areas, placing stress on transport and other basic infrastructure. Australia, being an early entrant to climate change, provides an excellent 'laboratory' to review the future sustainability of cities.

Further details will be online shortly.

Professor Chris Thomas
University of Birmingham

Learning by Doing

Registration is now open for the 3rd U21 Learning Environment Design Forum, which will be hosted by the University of Virginia from 5 to 9 October 2009. Like the previous forums convened in Melbourne and Hong Kong, this event aims to develop skills and knowledge of university staff that are involved in, or interested in, the design and development of new classrooms and informal learning spaces on campus.

and effective learning landscape for students (and staff) in the context of its historical origins as one of the world's most significant campus sites. The forum programme consists largely of teams working on the design task and will also include 'stimulus discussion' sessions which are intended to provide important input to inform and provoke wider discussion of relevant issues.

An important outcome of previous forums has been the development

of strong professional relationships amongst a number of the participants which has enabled a collaborative approach to the design and development of several real projects at U21 institutions.

Participants at last year's Learning Environment Design Forum



The forums are intensive five-day design studios (this is not a typical conference!), aimed at developing a collaborative approach to the creation of new-generation learning environments. Participants will work in small, multi-disciplinary teams on a representative design project reflecting common ambitions and concerns, drawn this year from Thomas Jefferson's Academical Village at the University of Virginia.

Previously, staff participants have included lecturers, academic development staff, audio-visual and information technology staff, librarians, project managers, faculty managers and property and estates staff. Very few of the previous participants have been formally trained in design, though we also encourage participants from this field.

The Virginia forum will focus on the more cohesive development of the campus to create informal learning environments indoors and outdoors within the possibilities provided in the actual campus landscape. The University of Virginia presents a wonderful opportunity to engage in the issue of creating a modern

This year's forum will be unique as it will also involve graduate students in a preliminary 'student design forum' immediately prior to the staff forum. These students will subsequently be involved in the staff forum enabling an even greater opportunity for a collaborative design process to unfold which represents both staff and student perspectives of the modern campus to be expressed.

Places in the forum are limited to ensure that participants are able to develop strong personal bonds with their colleagues during the event. As in previous forums, this year's will be adopting a hands-on, project-oriented approach and we may not be able to accept all those interested in attending if this would lead to an imbalance of skills.

Registration closes on 31 July 2009.

To register for the forum, log on to <http://www.universitas21.com/event/091005LEDF.html>

Lavinia Johns
University of Virginia

E-book Online!

After much work and two years of anticipation, the first U21 e-book is about to be published at www.u21onlinebooks.com/. Entitled *Global Cities/Local Sites*, it is a multimedia collection of essays on seven world cities in which key global issues – flows of information, images, people and products – are explored through the analysis of local sites. These issues include new forms of social and cultural mix, new urban projects (often re-workings of historical locations), new forms of urban practice in public space, and new or stubbornly traditional but subtly re-configured discursive formations.

Global Cities/Local Sites will be followed, in 2010, by *Ports and Borders: Cultural Transfer*, edited by Nicholas Hewitt (Nottingham) and *Modern Mobilities*, edited by Andrew Dawson (Melbourne).

These multimedia books are written and designed specifically for electronic delivery.

Global Cities/Local Sites goes well beyond the simple digitising of text to maximise the potential of permeable boundaries to the book, thereby bringing together argument and archive(s), and encouraging greater collaborative research. And, of course, an electronic medium also permits inclusion of video, still-images and audio, with the aim of integrating image and analysis more effectively.

Interestingly, one of the themes emerging across the first book in the series is a tension between the virtual and the tangible that is part of everyday life. Thus, an essay by University College Dublin academics Hugh Campbell and Brian Ward examines the appearance in the Dublin cityscape of the offices of Google and eBay. Ubiquitous on the internet, eBay and Google are almost invisible in the real landscape of Dublin, although the authors note that, each week, a few people turn up at the nondescript HQ of eBay on a fairly



anonymous industrial estate to sell their goods.

One has to be careful not to claim a synergy between form and subject matter but, in one respect the project seeks to represent the practice of research. An e-book is, by its very nature, never completed and the Series Editor is in discussion with MUP about an accompanying website that allows for reviews of the books, moderated comments/feedback and ongoing research.

Douglas Tallack
Series Editor

Student Mobility Co-ordinators in LA!

After a nervous start with the driver of our bus asking "Which way do I go?" we eventually arrived at UCLA where we immersed ourselves in two days of intensive discussions – the 2009 meeting of the U21 Student Mobility group. Despite the impact of the world economic downturn, coupled with the outbreak of the H1N1 flu, it was pleasing to have sixteen member institutions represented by seventeen delegates who met over 21-22 May, just prior to the NAFSA conference.

With the Hollywood Hills as our backdrop, we opened our annual meeting with introductions and institutional updates. We continued our first day of updates on specified items, such as the Global Issues Programme, then made a start on our long list of agenda items through small group discussions. Summaries of the group discussions were presented during our bus trip back to Downtown LA.

That evening we gathered over pizza as we learned about the Semester at Sea programme from our guest speaker, Derek Olsen from the Institute for Shipboard Education. We all agreed that such a

programme offers a wonderful and unique experience to students; however the cost of the programme and the timing of course detail availability were duly noted as the main barriers to our member institutions being able to embrace such a programme fully.



Student Mobility Co-ordinators in their mobile meeting room

Friday was another early start with all on board at 8am. As the driver seemed to know where he was going this time, we were able to continue our meetings during the bus commute to UCLA. By the time we arrived at our meeting room, we had completed the review of the Shanghai Declaration and were able to jump into

drafting a follow-on declaration for the period 2011-15. As some members are already sending the maximum number of students possible to U21 destinations, ideas other than numerical targets were put forward for inclusion in the follow-on declaration. This is to ensure we continue to broaden student mobility opportunities over the coming years and to increase the number of students who have an international experience as part of their time at university.

More agenda items and topics of interest were discussed in small groups throughout the day and it was agreed that the summaries/outcomes of such topical discussions would be put on a password-protected U21 SM website for future reference.

In recognition of how much is achieved at the U21 SM annual meetings, it is hoped future meetings may be hosted by member institutions on a rotational basis, with attendance by the U21 SM manager or their representative.

Despite being in the hills of Hollywood, our feet were firmly on the ground as we worked through each agenda item and mapped out future tasks for a busy year ahead for the U21 Student Mobility Group.

Louise Kinnaird
U21 Student Mobility Co-ordinator

FINE Steps Forward

The recent meeting of the U21 FINE group, the Forum for International Networking in Education (a group of doctoral students in education) at the American Educational Research Association in San Diego (April 2009) was a resounding success, with thirteen students from five universities and several academics attending. Key events included a four-hour Forum on 12 April, followed by dinner the same night, and two breakfast gatherings on 14 and 16 April. Importantly, this meeting moved FINE into phase two, heralding a wider sharing of responsibility and a spread of events beyond AERA.

There was wonderful enthusiasm in the group this year to take on responsibility to nurture and promote FINE. We now have a team of people with exciting new ideas. I am confident that with the expansion of the team, FINE will grow to provide great opportunities to U21 doctoral students in education.

During this year's FINE forum and during subsequent meetings in San Diego we drafted the mission statement and four goals for the group for the year:

"The Forum for International Networking in Education (FINE) is an international group of doctoral students from Universitas 21 Schools of Education who co-operate and collaborate in order to better understand educational issues from a global perspective. The group seeks to provide opportunities for social and professional networking, and possibilities for collaborative research and enhanced academic and career prospects."

Goals 2009-10

1. Promote conversations between students with common research interests.
2. Increase communication to, and among, members through newsletters and online discussions.
3. Appeal to Deans to help fund early stage graduates to attend international conferences such as AERA and EARLI, and the FINE events associated with them.

4. Serve as an advisory and advocacy body representing the needs of the FINE community.

One of the goals of this team is to produce a FINE newsletter, and the first edition is already online through the FINE website and is emailed to those registered on the FINE database.



One of the FINE breakfast meetings

FINE's existing discussion group currently resides within the Graduate Junction network. Esther Chan (Melbourne) is designing a new site that would be exclusive to the FINE group. We now have 64 members from ten universities signed up on our database with each member providing details such as the title and a brief synopsis of their thesis. This is a tremendous resource for student networking, and we look forward to hearing how the database is being used.

There was discussion with regard to the membership of FINE, and it was decided that we would consider the alumni of U21 universities to also be part of the FINE group. This would ensure some continuity within the group.

I attended a meeting of the Deans of Education from various U21 universities, which was co-ordinated by David Clarke (Melbourne). It was a very interesting meeting at which the Deans or their representatives presented ways their respective universities were moving forward within the context of a changing global economy. Ideas were also exchanged on the internationalisation of education. Together with Paula Berneking (Virginia), another member of the FINE

team, I presented a report on the FINE meeting. Paula made a particular plea for funding for students in their first or second year to attend the AERA conference and to participate in FINE. The minutes of this meeting are on the U21 website.

We extend a very big thank you to David Clarke and Lynn McAlpine (McGill) for their commitment to the group. David spent hours on securing funding from U21, organising the room and catering, booking restaurants, liaising with the U21 Deans

and Associate Deans to promote information on FINE and to encourage participation, and working with me to develop a programme of events in San Diego.

Lynn McAlpine's and Chris Davison's (UNSW) presentations were really thought-provoking and very useful and Jayne Butler (Melbourne alumni), Paula, Jae Yup Jung (Melbourne) and Li Hua (Melbourne) shared their experiences as doctoral students which were very interesting and helpful.

Thanks also to Bob Bracewell (McGill) and Rob Tierney (UBC) and the three guests from Fudan University for attending the meeting – FINE feels very encouraged when U21 academics take interest in its welfare. The participation of several academics added a valuable dimension to the discussion, culminating in Rob Tierney's encouragement for the FINE group to take on a more active advocacy role on behalf of U21 doctoral students in Education.

Radhika Gorur
U21 FINE Leadership Team

FINE in Europe?

Is there any interest in a FINE forum during EARLI or ECER 2009?

If you are attending either of these conferences and would like to be part of a FINE activity, or know someone at your university who is attending and might be interested in FINE participation, please let us know by emailing radhikagorur@yahoo.com or d.clarke@unimelb.edu.au

Heads of Administration

Representatives from 10 member institutions (22 individuals in total) attended the fifth meeting of Heads of Administration, held at Fudan University, Shanghai, on 23 and 24 April 2009. A very welcome additional participant was the U21 Secretary General, Jane Usherwood.

There were lively exchanges of experience and views, initiated by presentations from senior staff of Fudan and by participants, on a range of topics including:

- Planning in times of uncertainty;
- Sustainability in our universities (with particular reference to student support);
- Staffing issues;
- Developments and trends in institutional governance; and
- Increasing the efficiency of support services.

We also discussed U21's Operational Plan and the contribution which Heads of Administration might make to its success, and there was extensive informal discussion of a wide range of other topics of mutual interest.

There was a useful exchange of information on current and proposed organisational structures in the universities represented at the meeting, with particular regard to the location of administrative and other support services. This raised the question of whether the nomenclature for our group – Heads of Administration – remained the



most appropriate. We took the view that future meetings should be described in such a way as to encourage participation from those member institutions where there is not an identifiable senior officer who can

be regarded as 'Head of Administration', and from a wider range of senior providers of professional support services. This would imply a beneficial widening of participation in the group's work. Indeed this was well illustrated by the fact that at this meeting we had encouraged attendance by up to three people from each member of U21, and this broadening of participation was very valuable to our discussions.

Participants were most grateful to our hosts in Fudan for their organisation of the meeting and their warm hospitality.

In addition to the discussion of specific topics, amongst the more general points to emerge from the meeting were:

- A continued wish to facilitate and develop opportunities for administrative staff exchanges and visits between U21 institutions, so as to broaden experience and share

good practice;

- A willingness of participants to contribute to cyclical reviews of administrative services at other member institutions;
- A renewed willingness to pursue opportunities for benchmarking and exchange of comparative data, initially on a small, but international, scale and with a view to expanding participation subsequently;
- A continued willingness on the part of the group to advise and support Presidents in connection with specific U21 matters if so requested, but without in any way cutting across the role of the U21 Managers;
- The willingness of participants to act as an informal network for the electronic exchange of advice and good practice, especially in response to specific queries from members;
- The significance of the role of 'Heads of Administration' in embedding U21 activities in their institutions, and facilitating participation in such activities;
- The importance of those Heads of Administration who are not U21 Managers being kept well informed about U21 and its activities.

Colleagues agreed that there was considerable value in meeting every 18-24 months, but that this should be in the context of continued electronic interaction and pursuit of the matters set out above. One member of the group acts as 'virtual' chair (on a rotating basis), and the present chair, having overseen two meetings, has sought volunteers to take over this role.

Melvyn Cornish
Group Convenor
University of Edinburgh

Deans of Education group

The U21 Deans of Education group meeting took place in San Diego on Monday 13 April and was attended by Deans of Education and their representatives from nine U21 universities and one observer (Professor Joao Pedro da Ponte, University of Lisbon). The meeting focused on the exchange of information on recent initiatives by the various faculties and schools of education and a sharing of concerns. The meeting was also attended by two representatives of the Forum for International Networking in Education (FINE), the U21 doctoral students in Education group, who reported to the Deans' meeting on recent initiatives,

including the establishment of an online database to facilitate interaction. One highlight of the meeting was a presentation by Professor Xiong and his colleagues from Fudan University, where a new Research Institute for Higher Education is being established. A lively discussion of the topic *Global influences on educational policy and practice* was catalysed by short papers from Professors Hope (Auckland), Menter (Glasgow) and Tierney (UBC).

By convening the meeting just prior to the annual conference of the American Educational Research Association, participants had the opportunity to

establish areas of common concern and possible collaboration, which could then be pursued during the conference. Several cross-institutional visits have already been arranged as a direct result of contacts established at the April meeting. It was decided that the time set aside for next year's meeting should be extended to allow additional opportunity for discussion. The U21 Deans group has met annually from 1999 and the meeting continues to provide a much-valued forum for the exchange of ideas and the development of a variety of collaborative initiatives.

David Clarke
Group Convenor
University of Melbourne

Rachel Walls went on a U21 research trip to the University of British Columbia, funded by U21 at the University of Nottingham. Here she reports back about her experiences in Vancouver.

My research trip was of great value and the diverse experiences I had will strengthen the research I have already undertaken and provide much impetus and inspiration for the chapters I am yet to start. I presented at three conferences: the English Graduate Conference on *Forming Connections, Connecting Forms* at UBC Point Grey; the second annual Intermediality Conference, *Screen Culture, Intermediality and Interculturality* at Simon Fraser University Harbour Centre; and the Interdisciplinary Graduate Conference, *Border Crossings* at UBC Okanagan. At each of these conferences I made useful contacts and saw presentations on topics closely related to my own work and received helpful feedback on my recent writing.

Outside of conferences, I met many academics and fellow PhD students who offered advice. My initial contacts at UBC, Professors Richard Cavell, David Ley and Geraldine Pratt, all pointed me in the direction of useful resources and more recent contacts proved even more helpful. Professor Laurie Ricou (UBC) introduced me to his doctoral candidates who both have similar research interests to my own. Furthermore, it was suggested that I got in touch with Dr Margot Bell, Director of UBC's Humanities 101 programme which organises non-credit courses for Downtown Eastside residents (facilitating attendance of low income peoples by providing bus/food vouchers and reading material). Margot has published several articles and book reviews about artistic and photographic representations of the Downtown Eastside which she passed on to me. She also read through my chapter on documentary and gave thorough feedback in person. Dr

Angela Piccini (Bristol but visiting scholar at UBC for ten months) also read through this chapter and annotated it for me, and we met several times to discuss our shared research interests and continue to correspond and share resources.

Both Angela and Margot offered advice regarding ethics and collaborating with residents and activists. Prior to this I had already organised to volunteer at the Carnegie Community Centre two mornings a week and was attending meetings with the Fearless Media community arts association (now known as W2). I was initially uncomfortable with my position as an academic in these situations but with advice from Angela and Margot I learnt how to be open about my research and respectful in my interactions. This led to



Rachel Walls with some of her research materials

successful and ongoing dialogues with Fearless/W2 members and two recorded interviews as research for my chapter on online media. I went to diverse events organised by W2 over the month I was in Vancouver and continue to share research with W2 through their internet infrastructure now that I am back home.

I sat in on several graduate classes during my research trip. Dr Kevin McNeilly's course on Popular Culture introduced me to relevant theory and the in-class discussions fortuitously touched on many topics vital to my thesis, including surveillance and analysing blogs as a creative or literary form. Laurie Ricou's class on Ecocriticism and Habitats introduced me to new ways of thinking about and researching place, and to unusual and creative teaching practices. Dr Richard Smith's Surveillance and Film class at SFU Harbour Centre (mere blocks from the Downtown Eastside) was also very helpful. Richard was kind enough to let me look through his files on surveillance and has continued to keep me updated with surveillance-related debates in Vancouver.

In addition to these activities I spent many hours in both UBC and SFU's libraries, copying relevant theses and watching films that had been difficult to get access to from Britain. Staff at the UBC library were particularly helpful. I also briefly met Gillian Jerome (UBC) and Nick Blomley (SFU) who have written key texts on the Downtown Eastside. I met Paul Taylor, editor of the Carnegie Newsletter (a useful resource) while volunteering at the Carnegie Centre and learnt much about the work of the community centre and experiences of residents while talking informally as I helped prepare and serve food at the centre canteen. I made many new friends and research connections and found that interacting with people out of my usual academic and British comfort zone was, while often daunting, character- and confidence-building! In addition to gaining knowledge about my

PhD topic I developed my technological skills through work with W2 and witnessed innovative teaching and academic practices at UBC and SFU.

Rachel Walls
American & Canadian Studies
University of Nottingham

New Manager for UBC

Helen Pennant has been appointed to a new role at the University of British Columbia: Executive Director, International. In this role she will become the main point of liaison with U21 at UBC. Helen has been at UBC for three years as Director for International Affairs. As Executive Director, International Helen will be responsible for advancing UBC's international profile by facilitating and sustaining relations with international partners; cultivating international relationships and linkages; and identifying and evaluating new international developments and risks of relevance to UBC.

Before joining UBC Helen was in the British Foreign Service. Her last posting was as First Secretary, Labour and Education Attaché at the British Embassy in Paris. Prior to that, she held a variety of positions within the European Commission and the British government. She holds BA and MA in French and History from Oxford University. Helen has already seen the benefits that an international university association can bring to a university's internationalisation process and its broader

Helen Pennant



objective in her engagement with the Association of Pacific Rim Universities (of which UBC is also member) and she is looking forward to learning more about U21 and the role UBC can play to strengthen

this important association of leading universities.

We are pleased to welcome her to the network and look forward to working with her in the future.

New Director of International Relations at Birmingham



Dr Edward Harcourt

Dr Edward Harcourt has recently been appointed Director of International Relations at the University of Birmingham. Director of a 24-person International Relations Office he is responsible for international student recruitment, mobility and exchange, international networks and consortia and overseas development. Edward also leads on the development of international strategy across the institution.

Prior to joining Birmingham on 1 April 2009 Edward was Head of Institutional Relations at the University of Warwick

(2006-09), previously serving as Assistant Registrar (2003-2006). Edward has worked extensively in the United States – including three-year stints at Oxford University Press (USA) and The New York Academy of Sciences. Edward received his PhD in American history from Vanderbilt University, Tennessee and continues to publish articles in American journals on the social history of the US Civil War period.

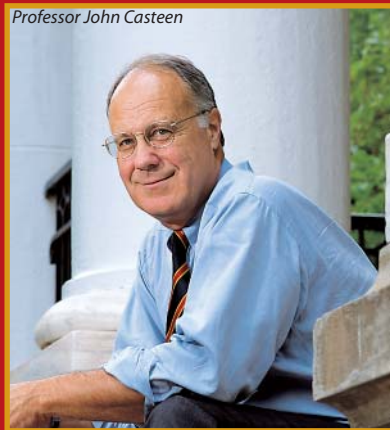
We look forward to strengthening relations with him and his colleagues at the University of Birmingham.

John Casteen announces retirement

We were very sorry to hear that John Casteen, President of the University of Virginia and Chair of the U21 network since 2007 will be retiring in July 2010.

Writing to the UVa community he commented: "These 19, soon to be 20, years feel today like a very short time. My work and friendships with the university's faculty and staff, students (and their parents), alumni and other supporters are as energising today as when I took on these duties in August 1990. These years have been magical times for me – years of supporting and admiring excellence in faculty work, of rediscovering the university's original mission as we have come to understand it for our time, and perhaps also for the next generation, of hard and exciting work full of satisfaction that has come of observing the

Professor John Casteen



maturity and then the adult successes of well over 100,000 new Wahoos, young and old.

I came here as a student in 1961 filled with awe that this majestic place would accept and teach me. [...]

To come here as president, to work these 20 years in good times and bad, to be surrounded by family and friends and many generous colleagues, to have a part in making our university the global force that it now is, to share this work and place with Betsy and our children – these have been the substance and privileges of my life here. Ending this chapter of our lives is

not an easy thing, and yet a time to step aside to make way for others comes for all of us, and to me. I am profoundly grateful for these years.

I look forward to this next year of work with the university's women and men, and to exchanging greetings with all who come to the alumni, parent and other events that have been such agreeable parts of my life since 1990. Thank you for your many kindnesses during the last two decades, for your generosity to the university and to my family and me, and for your commitment to the well-being of the young women and men who come here to 'drink the cup of knowledge and fraternise with us.'

With you, I look forward to applauding and greeting the university's eighth president when she or he is selected, and then I shall look forward also to returning to the life and work of a faculty member."

John continues as Chair of the U21 Network until the 2010 AGM in April.

Opportunity for Bioengineers

BMEplanet – a consortium of 228 universities, corporations, government agencies, non-profit societies and investment firms spanning 38 countries on six continents

– plans to launch a unique Web 2.0 collaboration suite in mid-July that will accelerate

education, research, and innovation in bioengineering. This suite, which will include an internship bank, collaborative project workspaces, and an 'idea box' will be freely available to bioengineers as a service to the community. It is funded by the US National Science Foundation as well as the world's largest foundation devoted to entrepreneurship, the Ewing Marion Kauffman Foundation.

BMEplanet was initiated in 2007 by Dr Tom Skalak, Professor of Biomedical Engineering and the Vice-President for Research at the University of Virginia, with hopes of establishing a global collaboration network that provides experiential education of new talent for the bioengineering workforce as well as enhanced translation of new bioengineering knowledge to products and services. The collaboration suite aims to address these goals in part through:

- an internship bank where individuals can post internship or funding opportunities to which students can apply;
- collaborative project workspaces that research teams can use to share files among team members, blog or vlog about research progress, and track upcoming milestones;
- an 'idea box' stimulating free exchange and discussion of ideas or discoveries, including non-confidential summaries of patent filings as well as corporate design challenges.

In addition, by having faculty, students, and corporate representatives create personalised profiles as they access these tools, BMEplanet will result in the world's largest repository of bioengineering experts. Together, these features will facilitate multi-university design projects, international corporate internships, student design incubators for translational



technologies, new person-to-person links and enhanced corporate access for new markets – thus raising the fabric of the field and giving rise to increased productivity and improved human health.

Comprised initially of 27 charter universities and

corporations, BMEplanet has grown rapidly in recent months; new BME programmes are joining every day. Organisations that have partnered with BMEplanet have expressed excitement about the promise of the collaboration suite. *"It is [a] pleasure to support ... efforts in creating a collaborative, global network that serves biomedical engineers from the time they are students through the time they continue to develop innovative technologies in improving human health,"* wrote one biomedical engineering department head. Another described how BMEplanet could help raise the standing of emerging academic programmes. If successful, the model employed by BMEplanet – applying Web 2.0 tools to a targeted field, all the while involving a global audience – will be extendible to other disciplines.

A preview of the collaboration suite is available online at www.bmeplanet.org/features.html, and BMEplanet welcomes your feedback about specific features as well as overall usability. Focus groups of faculty, students and corporate representatives are also being consulted. The final collaboration suite, which will take into account comments and suggestions from the community, will be launched at www.bmeplanet.org in mid-July.

If you are interested in joining this global network, please call or e-mail Dr Erwin Gianchandani, Executive Director of BMEplanet, to sign up your university/department today: +1 (434) 243-0890 or erwin@virginia.edu. There is no cost to join.

By signing up today, you can guarantee that your faculty and students will have access to BMEplanet's collaboration suite and partner network the day it launches.

Dr Erwin Gianchandani
University of Virginia

Edinburgh Global launched

The University of Edinburgh's Vice-Principal International, Professor Stephen Hillier, has recently launched the university's Internationalisation Strategy 2008-12, 'Edinburgh Global'.

This broad-ranging, challenging and ambitious strategy broadcasts Edinburgh's intention, as a long-established international university, to increase its global profile and position itself in the future as *"a place of first choice in the minds of the world"*.

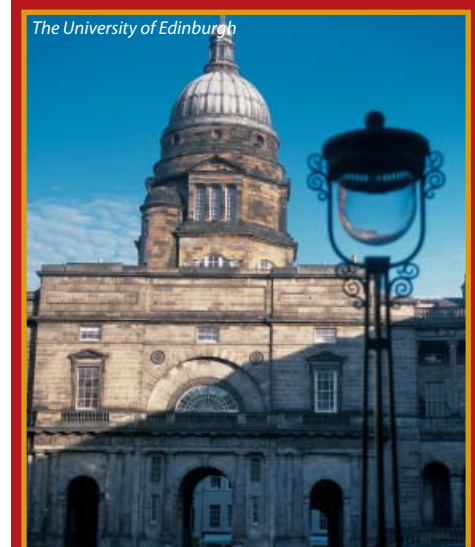
Key objectives are:

- to achieve a broad international understanding of what the University of Edinburgh stands for and what it offers;
- to attract the best students worldwide;
- to continue to produce world-renowned research and attract the best academics worldwide to work in Edinburgh; and
- to ensure that knowledge is valued and applied by business and government worldwide.

The strategy was formulated through extensive consultation across and beyond the University. Implementation will be through tightly managed university-wide projects overseen by the VP International, supported by a team of Deans International.

To find out more and read a copy of the Internationalisation Strategy 'Edinburgh Global' log on to www.ed.ac.uk/global.

Dr Dorothy Watson
University of Edinburgh



New Research Facilities at Lund

In May it was announced that two huge research facilities will be constructed in Lund – the European Spallation Source and MAX IV. Placing the two facilities next to each other enables Lund University to be a world leading research centre for material research and life science.

The European Spallation Source (ESS) will be a multi-disciplinary research laboratory based upon the world's most powerful neutron source. Building is expected to start around 2012, the first neutrons are to be produced in 2018-19 and the facility to be fully operational around 2023.

ESS will support a user community of 5000 researchers and will have great strategic importance for the development of the European Research Area. Lund and the Malmö-Copenhagen region have excellent conditions to attract leading scientists: several large universities, a broad research-based industry, high-quality infrastructure, an English-speaking population and world-class research capabilities in, among other areas, bio- and nanotechnology.

MAX IV is the next generation facility at the synchrotron radiation laboratory

MAX-lab. It is based on a unique design concept allowing the construction of an ultra-brilliant synchrotron radiation source. The facility will provide X-rays for a wide range of scientific disciplines, ranging from archeology and geology to materials



science, energy research, environmental science and medicine.

MAX IV and ESS will be placed next to each other in a Science City outside Lund with laboratories, guest hotel, restaurants, offices and conference facilities that makes it possible for researchers to meet and interact.

Together the two facilities will create a research environment that is hoped to attract not only world-class researchers but also capital, companies and other entrepreneurs willing to commercialise the findings and innovations coming from the research.

Member Snapshot...

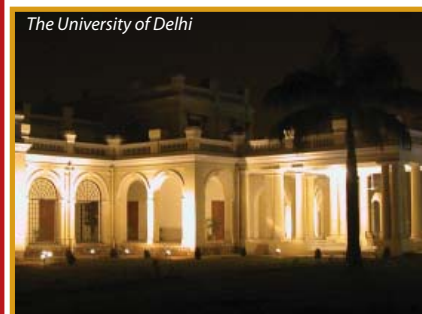
Ever since the University of Delhi became a part of *Universitas 21*, the university slowly but certainly has been represented within the network and has also been participating in the programmes and research initiatives of other universities within the fraternity of U21. Colleagues



are part of the Sustainability and Food Security projects which are high on our agenda. Very soon one more colleague from the Department of Geology will be joining the Water Resources project which is being guided from Melbourne.

About a hundred students from the University of Birmingham will be visiting us at the end of August for three weeks under the Study India Programme.

In the coming academic session, beginning in July 2009, four or five fourth year students from the University of Edinburgh will be joining the Department of History at our university to follow courses on South Asian History for a year. Similarly, UNSW will be sending a student to study for a year at the Faculty of Law.



Five undergraduate students who excelled in a Science Competition will be participating in the U21 Summer School.

We at Delhi University regard this partnership as a crucial step in our pursuance of successful collaborations with fraternal institutions in different parts of the world.

Professor B P Sahu
U21 Manager
University of Delhi

Transforming Our Schools

The University of Nottingham hosted a lecture series entitled *Transforming our Schools* in April. This was a series from leading



architects, school design consultants and educationalists that critically addressed the government agenda to transform education by building healthy and sustainable schools. It included lectures from Dr Elizabeth Hartnall-Young and Ms Lynne Sutton from the University of Melbourne and Department of Education and Early Childhood Development, Victoria, Australia.

Information about the series is publicly accessible on the School of Education website at www.nottingham.ac.uk/education/events/transforming_schools_speakers.php. This website also houses

links to web-based recordings of the full lectures in a number of different forms including MP3 versions and PowerPoint presentations.

The series was funded

by Nottingham under the *Universitas 21* banner to foster interest amongst educationalists and architects in collaborative international research on school design. We now have a group of academics, educationalists and architects all keen to collaborate with others in researching new green school designs and the recordings already provide a wonderful resource for increasing discussions with others about sustainable schools and how we might both educate and design for education in the future. Some recordings are also soon to be transferred to the University of Nottingham Educational YouTube Channel.

Effective Partnerships for Economic Growth

Professor John T Casteen III, Chair of U21 and President of the University of Virginia was among a number of notable guest speakers at the 4th annual U21 Symposium, held on 21 May 2009 in conjunction with the U21 annual network meeting and hosted by Korea University. Professor Casteen spoke on *Policy and Reciprocity: Effective Partnerships for Economic Growth*.

In today's knowledge-driven global economy, universities are essential contributors to regional, national, and worldwide economic growth. This happens in several ways:

- Research universities support and strengthen the private sector through technology-transfer programmes and business-liaison programmes.
- They develop spin-off companies that generate inventions, patents, and licenses that drive the economy.
- Universities are often the largest employers in their communities. They foster local vitality through procurement and employment.
- With liberal education, universities prepare students to assume civic-minded leadership roles in business and government.
- By offering advanced degrees in economics and economic policy, universities equip students with specific skills for careers in public policy.
- Through economic policy centres or institutes, universities assist government policy-makers in the design of effective economic policies.

In these and other ways, universities have become the drivers of national economic competitiveness and major sources of

global prosperity (albeit prosperity cut short by the current recession). Nations around the world depend on their universities to stimulate economic growth, yet many universities do not receive support commensurate with the demands they are facing.

In recent decades, public funding has struggled and often failed to meet the growing costs of expanding higher education systems around the world. The global financial crisis has only exacerbated the problem and universities around the world are facing budget cuts and endowment losses simultaneously. My

These recent reductions in support have only worsened the imbalance between the value that universities contribute to their nations and the support they receive – or fail to receive. This imbalance may accelerate a shift toward greater university autonomy that was already underway.

We have always struggled to define the appropriate relationship between universities and governments, working to strike the proper balance between university autonomy and accountability. Nations and their respective systems of public education should be partners, but when partnerships become unequal the

shift toward autonomy is a natural consequence. Budget cuts resulting from the global recession may force universities to seek autonomy and to diversify funding bases to survive in our current economic environment.

University financing models, student financial-aid systems, policies regarding non-national students, funding schemes for research and related issues vary considerably from nation to nation. Despite these discrepancies, the need for consistent frameworks for increased autonomy may continue to grow as the demands on colleges and universities surpass the capacities of the public-funding systems that support them.

Universities will help bring about the economic recovery that will come eventually – through research, technological advances, workforce development and job creation. To do this work, universities will need freedoms to manage operations efficiently and

plan for the future. To make this happen, we will need public policies that facilitate the evolution toward university autonomy that is already underway.



Professor John Casteen giving his address at the U21 Symposium

university, for instance, will see a \$12.4m cut in 2009-10, as we recover from a 25% endowment decline in Q3-Q4 2008. The *New York Times* reported in January that the value of university endowments fell 23% on average in the five-month period ending 30 November 2008.

U21 in the news

The past few months have seen U21 receiving some high profile news coverage around the world.

The UK's *Times Higher Education* magazine reported on the Joint PhD agreement, as did a number of local newspapers in Virginia, Korea, Nottingham and Birmingham.

Professor Tan of the National University of Singapore, Professor Casteen of the University of Virginia and Professor O'Shea of the University of Edinburgh were all personally interviewed by the Korean press in conjunction with the U21 AGM in Korea.



The press conference at the U21 annual network meeting

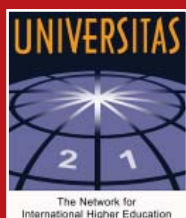
Meanwhile, a national newspaper in the UK, *The Independent*, carried an article written by a student from Birmingham on a U21 visit to all three of our Australian member universities.

Last, but not certainly not least, Professors

Casteen (Virginia), Eastwood (Birmingham), Tan (NUS), Greenaway (Nottingham), O'Shea (Edinburgh) and Lee (Korea) attended a press conference at Korea University to speak about the U21, the 2009 Symposium and the internationalisation of higher education around the network.

Forthcoming U21 Events

13-24 July 2009	U21 Summer School	University of Queensland, Australia
15 July 2009	U21 Managers' Teleconference	14:00hs BST
20-24 July 2009	UBC/U21 Summer Institute in Sustainability	University of British Columbia, Canada
5-9 October 2009	U21 Learning Environments Design Froum	University of Virginia, USA
12-16 October 2009	U21 Health Sciences Annual Meeting	Korea University
15-21 October 2009	U21 Undergraduate Research Conference	University of Glasgow, UK
22-23 October 2009	U21 Managers' Meeting	University of Glasgow, UK
4-5 November 2009	U21 Food Security Workshop	University of Edinburgh, UK
12-13 November 2009	U21 Teaching & Learning Conference <i>Teaching & Learning for Employability in a Global Economy</i>	University of Nottingham, Ningbo Campus, China
29 November-6 December 2009	U21 Graduate Research Conference	University of Melbourne & University of Queensland, Australia
9 December 2009	U21 Managers' Teleconference	23:00hs GMT
29-30 April 2010	U21 Annual Presidential Meeting & AGM	University of Delhi, India
1-3 June 2009	U21 PVC Research Meeting	University of Nottingham, UK



Universitas 21

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The deadline for receiving articles for the next newsletter is Wednesday 30 September 2009. Please send any text, photos or ideas to Clare Noakes (c.e.noakes@bham.ac.uk) in the Secretariat.

Dr Heungsuk Choi is Vice-President for International Affairs at Korea University and was instrumental in organising the 2009 AGM which KU hosted.



What is a typical day in your job as VP International of Korea University?

So far, as Vice-President for International Affairs at KU, I can say that there are no typical days. This position involves not only much travel but also an abundance of meetings and consultation sessions. So depending on where I am, in Korea or abroad, this position doesn't lend itself to having a typical schedule. I also find time to teach graduate students and supervise their research. This keeps me connected to my position as a professor of public administration.

What are the key challenges you are facing currently?

Currently it is the development of Korea University's new strategic plan for international activities. Having taken over this portfolio only recently, I am now reviewing the existing programmes and activities and attempting to enhance them through a more focused approach, given the talent of our staff and our resources. Learning Chinese is another challenge of mine these days, although I cannot allot as much time to it as I would like. My Chinese language skill would enhance my work at the moment, as KU recently built an international resource centre and dormitory at Renmin University of China. It should be officially opened in this August.

What does KU have to offer U21? What does it/you hope to get from it?

At the moment the most important asset that KU offers U21 is its experience in student mobility and partnership development. KU has one of the highest numbers of international student traffic from among the network as well as a huge partnership base from which to draw expertise, support and new ideas. In the long term, once the other departments and colleges at KU begin to participate more actively in the variety of programmes that U21 offers, I think that we will emerge as a very dynamic member of the network. KU hopes to utilise membership in U21 to develop more significant collaboration between the members, as well as leverage our membership to help us achieve goals

that we could not attempt on our own.

What are your favourite parts of your job?

My favourite part of working in international education is the sense that I am becoming a more 'holistic' educator. What I mean is that in addition to my

previous role as a professor, I am now also equipping students with opportunities to learn and grow through international life experiences. This helps to build character and expand perspective, which I believe is a hallmark of a truly well-educated person. At KU we talk a lot about fostering Global Leaders for the future, and I am very pleased to say that through the abundance of international experiences we offer students, they are certainly on their way to developing the skills necessary to become effective leaders and good global citizens,

What would you most like to change in Higher Education?

Domestically, I would like to see Korean universities focus less on university rankings. Though this kind of benchmarking system can play a role in PR, I think investing excessive resources to enhance one's rank can become unhealthy for an organisation because it indirectly sets the agenda for university development that might not suit the institution's particular needs. Internationally, I would like to see more information sharing between researchers and academics. As essentially a facilitator, it is often difficult to know how we can assist our researchers through the utilisation of our extensive partnership base. This partnership base is a very valuable resource if we were only able to connect it more practically with our academics at KU. This can only happen of course with increased information sharing, and so a mechanism needs to be found to fill in the gaps and get people together.

What motivates you each day when you come to work?

I am grateful to have a very talented group of staff in my office. Their enthusiasm, energy and experience have really helped motivate me to focus on developing our internationalisation programmes and I really look forward to working with them each day.

What does 'internationalisation' mean to you?

Internationalisation at KU is essentially about fostering Global Leaders – people whose attitudes have a distinctively global scope, coupled with a keen awareness of regional implications. Someone who has the ability to engage others to participate in a common project, and the ability to know how to accomplish it, by navigating through differing social, economic and cultural differences. KU is helping students to achieve these goals by requiring students to take a double major consisting of up to 140 credits for graduation. Also, students are required to take a certain number of courses delivered in English and achieve an acceptable TOEIC score. They also need to pass a Chinese character competency test to graduate. There are two additional requirements that have not yet become mandatory, but which are being considered for implementation in the near future: a requirement for competency in a European language and to fulfil requirements for community service.

What was your proudest professional moment?

Well of course it has to be the successful hosting of the U21 AGM! It was a great experience for us and we enjoyed the opportunity to highlight KU to all the delegates.

Which figures from history would you invite to a dinner party and why?

At the risk of exposing a bit of patriotism, I would have to say that I would like to invite King Sejong from Korea's Chosun Dynasty in the 17th century. He was not only a very effective leader and administrator, but also a very practically-minded scholar. It was under his initiative that Korean scholars created and developed Hangeul, which is the Korean alphabet. For those that know the language, it really is a wonder, in its elegance, simplicity and style. I would love to ask him more about how this project was developed and how he addressed the many challenges he must have faced.

What is your favourite book?

There are so many great books it is hard to say, but I would have to mention *Brothers Karamozov* by Dostoevsky. Beyond being a fascinating story it also is a systematic articulation of modern existential problems. For this reason I try to re-read this book at least once every 10 years, because as I change, so too are the insights I gain through reading the story.