

2011 SATU Presidents' Forum Steering Committee

Meeting Minutes

14:50 – 15:50, November 10, 2011

National Cheng Kung University, Tainan, Taiwan

CHAIRMAN:

Dr. Hwung-Hweng Hwung, President, National Cheng Kung University

SECRETARY GENERAL:

Dr. H. Jenny Su, Vice President, National Cheng Kung University

EXECUTIVE SECRETARY:

Dr. Cheng-Hung Huang, Vice President for International Affairs, National Cheng Kung University

COMMITTEE MEMBERS / REPRESENTATIVES PRESENT:

- Dr. Gautam Barua, Director, Indian, Institute of Technology Guwahati, INDIA
- Dr. Akhmaloka, Rector, Institut Teknologi Bandung, INDONESIA
- Dr. Didi Achjari, Vice Rector, University Gadjah Mada, INDONESIA
- Dr. Kamaruzaman Ampon, Vice Chancellor, University Malaysia Sabah, MALAYSIA
- Dr. Awang Bulgiba Awang Mahmud, Director, Global Planning and Strategy Centre, University of Malaya, MALAYSIA
- Dr. Ester Garcia, President, University of the East, THE PHILIPPINES
- Dr. Maragtas Amante, Vice President, University of the Philippines, THE PHILIPPINES
- Dr. Tan Kang Hai, Director, Office of Global Education and Mobility, Nanyang Technological University, SINGAPORE
- Dr. Haydn Chen, President, Tunghai University, TAIWAN
- Dr. Phan Thanh Binh, President, Vietnam National University – Ho Chi Minh City, VIETNAM
- Dr. Nguyen Huu Duc, Vice President, Vietnam National University, Hanoi, VIETNAM

COMMITTEE MEMBERS ABSENT:

- Dr. P. Balaram, Director, Indian Institute of Science Bangalore, INDIA
- Dr. Piyasakol Sakolsatayadorn, President, Mahidol University, THAILAND
- Dr. Pirom Kamolratanakul, President, Chulalongkorn University, THAILAND
- Dr. Si-Chen Lee, President, National Taiwan University, TAIWAN

OBSERVERS:

- Dr. Lee Sze Wei, Vice President, R&D and Commercialisation, Universiti Tunku Abdul Rahman, MALAYSIA
- Dr. Tan Son Len, Director, Division of Community and International Networking, Universiti Tunku Abdul Rahman, MALAYSIA
- Dr. Vincent Pang, Director, Centre for International Affairs, University Malaysia Sabah, MALAYSIA
- Dr. Nguyen Ninh Thuy, Vice Director, Dept. of Planning and Finance, Vietnam National University - Ho Chi Minh City, VIETNAM
- Dr. Nguyen Dinh Tu, Vice Director, Dept. of Administration Affairs, Vietnam National University - Ho Chi Minh City, VIETNAM
- Dr. Nguyen Anh Thi, Vice Director, Dept. of Science and Technology, Vietnam National University - Ho Chi Minh City, VIETNAM
- Dr. Le Thanh Long, Acting Director, Dept. of Project Development and Management, Vietnam National University - Ho Chi Minh City, VIETNAM
- Dr. Tang Huu Thuy, Director, Center for Investment Promotion and Service, Vietnam National University - Ho Chi Minh City, VIETNAM

Call to Order

Chairman Hwung called the meeting to order.

Agenda 1. Welcome Remarks

Chairman Hwung welcomed the 2011 – 2012 Steering Committee members and representatives, and expressed appreciation to all committee members for the willingness to take on the duty as a steering committee member for the year 2011 – 2012.

Complying with the Article VI of the Constitution of SATU Presidents' Forum, the

steering committee is composed of two presidents from each member country. The first member representative is elected during the General Assembly of the biennial SATU Presidents' Forum, and the second member by appointment by the SATU Chair.

Agenda 2. Approval of the Minutes of 2010 Steering Committee Meeting

Chairman Hwung asked for review and approval of October 3, 2010 Steering Committee meeting minutes. The October 3, 2010 Steering Committee meeting minutes were accepted as written.

Agenda 3.1 Amending the Membership Regulation of the Constitutions

Dr. Su stated that NCKU has been the sole funding source since the establishment of SATU. In the past couple of years, there has been a discussion on whether it is possible to collect minimal membership fee. It was approved in the 2010 General Assembly to start collect nominal membership fees to strengthen the organization. Two rates, USD300 and USD500, were proposed to the committee.

Dr. Garcia suggested two-tier membership fees: \$500 for those institutions from countries that are eligible to be elected as members of the steering committee. The lower fee is for those institutions from countries that are not eligible yet for election as steering committee members. As stated it is as if it is only the steering committee members that will pay the higher fee. It was seconded by Dr. Amante.

Dr. Barua commented that an entry fee should be set to encourage new members to join.

Dr. Su noted that the adoption of the fee will be approved or announced in the 2012 General Assembly. No fees are required between now and 2012. Prior to the 2012 Assembly, the information on membership fees passed by the Steering Committee will be sent out to the current SATU members to keep them informed. SATU may offer a lower entry fee for the first year as suggested by the committee. There will be a grace period of one year before the fee is fully submitted. The committee was asked to decide on the membership rate, and the rate of USD500 was approved. Dr. Su commented that it only covers minimal of the organization's operation cost. SATU International Secretariat must do fundraising to sustain the office and to cover the

travel of the committee members. The membership rate will begin with USD500.

Dr. Amante said that the standard fee of international associations should be followed. The rate of USD500 is too high. Dr. Amante stated the standard rates of international academic associations should be applied as SATU becomes a strong organization.

Dr. Nguyen of VNU-Hanoi gave an example of their experience with an international organization and asked if to consider applying three categories of membership fees as high, middle, and low.

Dr. Su summarized that if SATU can gradually achieve the consensus and successful collaboration, its members will see the value and worth of the fees and their contribution. In return, NCKU will provide scholarships to the programs presented here and offered first to the steering committee member universities and then extended to other member universities.

The committee supported the membership fee of USD500 while a lower entry fee may be applied. The membership fee will be announced in the 2012 SATU General Assembly to exercise and implement the plan.

Supplementary Presentations

1. Report of SATU Presidents' Forum

Dr. Huang gave a PowerPoint presentation regarding the report of SATU Presidents' Forum, including 2010 events and achievements and 2011 program developments, and illustrated the development of the Master's Program in Sustainable Development Practice (MDP).

Dr. Su noted that the MDP is designed to focus on the need in terms of human capital for this particular region. Students receive financial support dedicated by NCKU. As students are required to conduct field studies back in their home countries, NCKU invites supervisors or advisors from their countries to join this program. This past summer was the first time for students to collect data and identify needs of their countries by collaborating with professors and advisors here.

2. Introduction to NCKU Institute of Creative Industries Design

Prof. Hsiao-Ling Chung from Institute of Creative Industries Design (ICID) of National Cheng Kung University presented the PowerPoint to introduce ICID and its Ph.D. scholarships provided to SATU member universities.

Dr. Su explained that the SATU International Secretariat tries to organize new possibilities for collaboration in the region to serve the community better and contribute the best that we can. As NCKU continuously ranks the best performance for industrial and academic collaboration output, these selected programs introduced to the committee would highlight the natures of NCKU. NCKU would like to extend the possibilities to its partner universities not only within the country but in the region. Dr. Su then introduced Prof. Hsien-Te Lin from Department of Architecture and gave some background information on his accomplishments.

3. Introduction to the Magic School of Green Technology

Prof. Lin from Department of Architecture showed a short film on the Magic School of Green Technology and followed by a PowerPoint presentation titled “Miracle of Interdisciplinary Team Work Experience in a Zero Carbon Architecture at NCKU.”

Dr. Su noted that the purpose of the two presentations is to provide background information for the discussion items. In the aspect of the Magic School, NCKU plans to identify an education center for educators or researchers in green technology throughout the region. The other presentation by Prof. Chung is about a scholarship opportunity that NCKU will offer through collaboration between NCKU and SATU member universities.

Agenda 4. Summary of 2010 – 2011 Activities

Dr. Su briefed the summary of SATU activities from 2010 to 2011 organized by the International Secretariat, including the Youth Business Plan Competition, the Presidents' Forum, and visits to India. Dr. Su directed the committee's attention to information on the SATU International Secretariat's visit to India in November 2010. For many years, SATU member universities have extended interests to further outreach universities in India. The report showed observation and information

generated and pursued during the International Secretariat's visit. Dr. Su then asked the committee to comment on their intention for the SATU International Secretariat to contribute to or engage in this area.

Dr. Barua commented that one way to involve more Indian institutions is to call for and exercise on research cooperation.

Dr. Su noted that one of discussion items in the meeting includes research cooperation to support cooperation within SATU members. This discussion would be explored further in Agenda 5.

The Steering Committee adopted Agenda 4.

Agenda 5.1. 2012 SATU Presidents' Forum

Dr. Su briefed the themes of previous Forums and asked the committee's input and comments on the proposal to organize the 2012 SATU Presidents' Forum. There are two themes proposed by the International Secretariat. One is "From Regional Culture Innovation and Preservation to Global Development and Competitiveness," which is in line with the programs of creative industries design that were presented. Dr. Su shared her observations on how cross-culture programs are designed to emphasize the unique niche of the cultural background.

Dr. Su introduced the other theme "Education Quality Assurance to Broaden and Deepen Academic Cooperation" for the 2012 Presidents' Forum. In the past couple of years, NCKU has expanded partners from Europe by the introduction of the Bologna Process and benefited from UMAP partners through the global mobility and credit transfer system. This is an opportunity for SATU members to contemplate the structural aspects in the region.

Dr. Amante suggested that details of the proposal are needed for study before the committee could respond to the themes. The committee then can provide ideas for the International Secretariat to organize.

Dr. Chen proposed two solutions to the matter on the 2012 SATU Presidents' Forum. One is to identify the subject area and decide the host institution and location. The

SATU Presidents' Forum

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other possibility is to seek proposals from institutions in certain countries that wish to organize the next forum. In the proposal, interested institutions can propose subject areas for selection.

Dr. Su responded by briefly introducing the past events. In the history of SATU, there was only one time to host an event outside of Taiwan, which was in cooperation with Mahidol University a few years ago in Bangkok, Thailand. In that event, NCKU was responsible for the majority of fundraising, organizing, etc. Mahidol University collaborated with us by organizing local activities and extending it to many participants from SATU member universities. About two years ago, we had an opportunity to have it hosted by ITB in Bandung, Indonesia. However, because of the transition of the administrative leadership, the proceeding was incomplete. NCKU welcomes the opportunity to have the events hosted outside of NCKU or Taiwan. Dr. Su asked the committee to provide suggestions on the location of the Forum.

Dr. Tan mentioned the area of interest is in green building technology and will explore the possibility with his Vice-President on whether Nanyang Technological University will co-host with NCKU. But after checking with Vice President of NTU, NTU would not be able to co-host the Forum as it is currently chairing the Global Alliance of Technological Universities and the university resources have been committed to it.

Dr. Su offered a tentative proposal for this discussion. The International Secretariat will draft a tentative meeting minutes and send it to committee members or representatives to be forwarded to presidents of committee member universities. The International Secretariat will give one month for any institutions to offer the intent to host the Forum in their institutions. With the extended intent, the International Secretariat then can provide details of the specs and standard of organizing the Forum.

Dr. Garcia raised concerns about the amount of time to organize the event. If the theme is to be set up after a month, there leaves 10 to 11 months to organize the Forum. Dr. Garcia questioned if the time is enough to arrange the event and suggested if to leave the issue to 2014 Forum on the institution to be assigned to host the event. Proposals on hosting the 2014 SATU Presidents' Forum are to be presented before the 2012 Steering Committee Meeting, and then the committee can decide the assigned institution and the theme of the Forum.

Dr. Su summarized the comments and proposed the plan. If there are no immediate and concrete proposals sent to the International Secretariat, it will be assumed that the 2012 general assembly will be held in Taiwan, whether it takes place in Taichung or other places. The location of the Forum will be discussed with local representatives or steering committee members. However, a proposal to host the 2013 Steering Committee Meeting can be drafted as the meeting of smaller scale can take place outside of Taiwan.

Dr. Akhmaloka seconded the proposal to have the 2012 Forum held in Taiwan.

Dr. Su announced that with the committee's approval the 2012 Presidents' Forum will be held in Taiwan, either in NCKU or other places in Taiwan.

Dr. Su responded to Dr. Amante on his question about providing a detail theme proposal. After the general theme is settled, a program with focal sections will then be created. Representatives from Taiwan and other countries present in each section so the regional experiences can be compared and exchanged.

Dr. Su stated that as no comments were raised, the theme is settled to the two areas proposed by the International Secretariat. The event will be hosted either by NCKU or co-hosted with Tunghai University or National Taiwan University.

Dr. Su continued with the date of the event and explained the considerations for selecting the date. The event is often scheduled on Friday and Saturday so participants will not leave the office for too long. Dr. Su asked the committee's opinions if the date can be after Ramadan in early October and any dates to propose.

Dr. Akhmaloka said that the event date should avoid not only Ramadan but also Eid al-Adha, which is two months and ten days after Ramadan. It is at the end of October.

Dr. Su summarized that the first part of October works for everyone and the event will fall on October 5 and 6 unless other major issues come up.

Agenda 5.2.1. Doctoral Program in the Institute of Creative Industries Design

Dr. Su carried on the discussion regarding the doctoral program in the Institute of Creative Industries Design. The International Secretariat offers scholarships to candidates recommended by the SATU member universities. The candidates will be placed with higher priority after the academic evaluation of the institute. New programs are greatly welcomed to offer to partner universities through SATU platform.

Dr. Barua asked about the length of the scholarship.

Dr. Su stated that the scholarship will cover four years of the doctoral program. Free Chinese courses are free in the first year. In the second year, students can apply fund from the language center to continue study Chinese if their academic performance is in the top 20 percent.

Dr. Akhmaloka asked if the program courses are taught in English and if students must be fluent in Chinese.

Dr. Su noted that the program is taught in English, and the courses are entirely in English.

Dr. Chen asked whether other SATU member universities can provide programs for student exchange as SATU serves as a platform for students to travel to different institutions through different degree programs.

Dr. Su replied that it is exciting if Tunghai University can offer programs in the related areas as well. Partner universities are invited to offer related programs to SATU. The International Secretariat can advertise and distribute it to its members.

Dr. Barua suggested offering joint programs, where students receive supervision from two universities.

Dr. Su expressed her excitement about the option of dual degree programs and would like to have it implemented in two years. If this is truly the intent, the SATU platform can be used to gather all the information for member universities. Joint supervision

and advising is particularly encouraged.

Dr. Barua suggested that students who come from other countries under collaboration here can spend one year in Tainan. During the one year here, the funding is provided by NCKU. For the rest of three years, students will be back to their home universities, where the funding is made and the degree is awarded.

Dr. Amante explained that the solution is called the sandwich program. A problem which needs innovative solution is how to deal with national or university regulations on academic credits.

Dr. Garcia stated that institutions don't have to worry too much about government regulations by giving an example of a joint program among Australia, Japan, and the Philippines. The degree is awarded by the University of the Philippines. Because the degree is offered locally, all the program regulations don't need to be worried about. Most of the course work is offered in the Philippines. Through collaboration with professors outside of the country, these professors are brought in for the research. This model works very well for the University of the Philippines and may also work well with other universities to develop their research capability.

Dr. Chen raised concerns regarding recognition of the qualification framework and degree programs. Since the recognition mechanism is designed by the Ministry of Education in Taiwan, the mechanism needs to be in place before the program collaboration can be executed.

Dr. Su summarized the tentative proposal. The International Secretariat applies the initiative platform in the area related to design, such as creative design, industrial design, etc. A specific site will be run to collect information and feedback of interested institutions after the minutes are confirmed and approved. An announcement will then be sent to all partner universities to identify those interested in having their curriculum posted on the site. The International Secretariat can be the liaison to match interests of professors or institutions. As the collaboration reaches maturity, respected parties then can consider the feasibility of dual degree programs. The International Secretariat will serve, provide and handle the logistics process. After the platform is set up, member universities can send programs to the website

and have them listed.

Agenda 5.2.2. Summer Intensive Program in Industry-Academia Collaboration

Dr. Su introduced the tentative plan for industry-academia collaboration for the discussion and approval of the committee.

Dr. Huang explained the reason to offer the program. NCKU performs well in terms of industry-academia collaboration. Dr. Huang gave an example stating the income from the technical transfer for the last three consecutive years has been more than 3.5 million U.S. dollars each year. NCKU ranks No. 1 among all universities in Taiwan. The International Secretariat is confident in offering qualified lecturers in industry-academia collaboration. IP officers from member universities will be invited to join the program; the tuition waiver and free on-campus accommodation will be offered to the first 30 people who register. After the program is approved by the committee, the announcement will be made to all member universities. The program topic could be the patent portfolio strategy in universities, licensing – theory and practice, new model for industry-academia collaboration, innovation and entrepreneurship, and how to attract angel fund or venture capital.

Dr. Su noted that NCKU is the top 2 institution to receive 50% of the total fund for top universities from the Ministry of Education in Taiwan. NCKU is recognized as the leading center for excellence and is fully engaged in the area of building the infrastructure within a comprehensive university to launch the full-scale IP transfer practice. With the summer intensive program, the best practices of individual countries can be exchanged. If the program receives approval, member universities can nominate their lecturers.

Dr. Tan expressed the interest and will bring this idea back to his patent offices.

Dr. Barua appreciated the idea and asked if the program is a one-week program and whether the travel and living expenses are covered by the sending institutions.

Dr. Su replied that it is a one-week program, which is experimental for the first year. The lodging, room and board in NCKU, and the curriculum fee, will be covered by the International Secretariat. Participating IP officers pay for their own travel

expenses. The International Secretariat very much welcomes if member universities can recommend lecturers or speakers for this program in order to learn and exchange the best practices and focal interests in individual countries. The program will be held in the summer between late July and early August.

The committee approved the program.

Agenda 5.3. SATU Joint Research Scheme

Dr. Su briefly introduced the initiative of the joint research scheme and expected to start a joint research in a junior faculty level to build a ground for international collaboration.

Dr. Huang explained the idea of the scheme. The International Secretariat will call for proposals to all member universities. Young professors can submit proposals to the International Secretariat to match research interests. Proposals in similar areas will be put together and assigned a principal investigator, who must be the NCKU faculty because NCKU will grant the project with its own budget. The budget must be used in NCKU, but partner universities can still join the program. In 2012 Presidents' Forum, the results of the research projects can be presented to the steering committee and members.

Dr. Su noted that the efforts that were put into short-term activities twice a year are now put into making a more sustainable and long-term ground for junior faculty and young fellows to interact. The fund secured now is for NCKU resources; therefore, the regulation requires NCKU faculty to be one of the joint research faculty. If member universities will offer funding to invite participation from other countries, the International Secretariat will serve as a platform. The research topics are open with options of priority in areas of design, technology, energy, etc. The subjects are up to the recommendation and decision of the steering committee. The logistic operation will be managed by the International Secretariat. Maybe the scheme can begin with six projects in 2012, which will be formally announced to member universities. If the operation is on schedule, the committee will review and approve to the grant to proposals in the 2012 Steering Committee Meeting. The program will be announced by late January or early February 2012 to collect proposals, conduct a first run of review, and begin a pilot program.

Dr. Awang Mahmud raised questions on the operation of joint research project and expressed his opinion that joint research would involve using facilities offered by each institution. If the research grant is held by PIs in NCKU, there are restrictions on the grant to be used elsewhere.

Dr. Su responded by explaining that some types of fund are available to foreign researchers for joining research projects here and to our faculty for participating in research in other countries. Therefore, the fund is eligible and available to perform this type of collaboration. The restrictions encountered would be the direct expenses in foreign countries. The fund is applicable to the use in bilateral communication or exchange of activities. Researchers can also try to seek the support in their home countries and take advantage of the additional fund to expand areas of international activities. If more funding is raised, the scale and areas of research will be extended.

Dr. Barua asked if the funding can be used for the travel of researchers and wondered if it is difficult to spend the funding when the expenses occur outside of Taiwan.

Dr. Su replied that it is how the fund works for now.

Dr. Amante asked about the topics of the six joint research projects.

Dr. Huang suggested that the project topics should relate to the themes of the 2012 Presidents' Forum.

Dr. Su asked recommendation and suggestions from the committee pertaining to the areas of research. Otherwise, the fields of presentations made in the meeting will be adopted.

Dr. Tan stated that SATU member universities can seek feedback among themselves on the driving areas of research in their universities. The principal investigators in Nanyang Technological University receive funding, and they can identify PIs in NCKU. If partners have been identified, and there is prior research collaboration between NTU with any universities, expenses of research students from other countries coming to NTU will be covered through mutual agreement.

Dr. Awang Mahmud continued by saying that in University of Malaya there are research projects under international grants. It is possible for them to conduct research with partners who rely on NCKU grants. One thing to consider is to favor projects that already receive funding from their own institutions other than those relying solely on NCKU grants.

Dr. Su summarized the suggestions and ideas and concluded that the International Secretariat will send out the meeting minutes with an attachment to request contribution of steering committee members on topics of interested areas. A column will be used for adding programs that are currently active in research or receive funding. The information will then be collected for comparison and review of the committee. On the second level, as NCKU offers grants, the steering committee members will then contribute by providing their own programs or scale of support from their own countries. With the fund coming from NCKU, it is preferred that PIs or one of the co-PIs are NCKU faculty. The information will be made available to partner universities, whether National Taiwan University, Tunghai University, or other universities with similar possibilities. Those institutions would identify their own criteria, restrictions or preference on how to operate the collaboration.

Dr. Tan asked whether the topics have been fixed for 2012.

Dr. Su replied by stating the topics have not yet been fixed. The form will be sent out to collect the feedback of the committee member universities. Hopefully by the end of 2011, the information will be put together and the announcement be sent out in January for proposals to be submitted and organized.

The committee settled the joint research scheme proposal.

Agenda 6. Other Motions and Proposals

Dr. Su introduced Professor Mei-Ling Tsai from Department of Physiology, and Department Chair Professor Ying-Ju Chang and Professor Miaofen Yen from Department of Nursing regarding an agreement to be signed between NCKU and the higher education bureau in Indonesia. The innovative endeavor focuses on the nursing program and will be provided for the review and consideration of the committee on

the follow-up collaboration.

Professor Chang elaborated on the collaborative program with the Directorate General for Higher Education (DIKTI) of the Indonesian Ministry for National Education. Professor Chang gave the history of three visits to Indonesia and results of the trips. NCKU proposed a program which consists of three major components. One is the scholarship from the Ministry of Education in Indonesia, the second is the scholarship from NCKU, and the third is the enrichment program for students.

Dr. Su noted that by briefing the program member institutions can consider the potential collaboration of other areas. The nursing education and requirement demands in Indonesia can be different from Taiwan. The strength in individual countries can be different. It is worth considering how to pool the strengths to create programs that can reflect the research capacity and teaching capacity of future professionals. The platform is designed to collect individual niches of institutions or countries. This platform then can serve as an information pool to relate needs and assemble interests for future development.

Dr. Su asked the committee for other motions or proposals.

Dr. Tan made an announcement to all members. Nanyang Technological University would like to send students out for short term summer programs and one academic semester for exchange. His office paid partner universities in China, India and Vietnam to help in the conduct of courses for two weeks of customized programs. Many students would like to come to Taiwan for short term exchanges. A summer study program can be explored for student exchange.

Dr. Awang Mahmud expressed interests in student exchange programs. University of Malaya encourages 35% of its students to spend time abroad and funds this program. The University also funds inbound students to Malaysia by covering 70% of the travel cost of students and providing stipends and living allowance for students to go abroad. If the institutions have a reciprocal arrangement with his university, free accommodation will be offered to students exchanging under the agreement. SATU member universities are encouraged to contact University of Malaya to set up a reciprocal arrangement of this type.

Dr. Su noted that if member universities send announcements in English to the International Secretariat, the announcements will be translated into Chinese so that students in Taiwan will feel comfortable reading the announcements. That will be another way to reach out via the service of the International Secretariat. If the announcements are made in dual or multiple languages, the International Secretariat will post them on the website as well.

Dr. Amante stated that his students would like to go to Taiwan or other countries, but sometimes the information is unavailable to them. One value of this platform is to organize all kinds of information, including traveling, immigration, currency, etc. SATU really contributes to the region with such high value of efforts. Young people are trying to be globalized and will appreciate timely information from all countries. This is an important contribution of the meeting today.

Dr. Su noted that as Dr. Huang is organizing an international academy. With all the information provided today, a small scaled international academy can be started with. The participants can spend one week in Taiwan, one week in Singapore, one week in Manila, one week in Malaysia or some other countries. Once the local room and board and lodging are covered, an economical way of multi-sided travel can be packaged. This will carry the flagship or identity of the SATU international academy, co-hosted by the steering committee member institutions.

Dr. Tan suggested three possible schemes. The first scheme is the one-to-one 1 semester exchange for students with partner universities. The second is a more customized 2-week short term program whereby his office will engage the help of partner universities in the conduct of induction and cultural courses. The third scheme is a work-and-study one semester exchange whereby students will be attached to overseas companies and attend some courses say on Saturdays.

Dr. Su asked the committee for any arising discussion. No other suggestions or proposals were made.

Adjournment

Dr. Su declared the steering committee meeting adjourned.