

Strategic Framework

2012-2015

The Asia-Pacific Network for Global Leadership



16th APRU Annual Presidents Meeting
University of Oregon
27-29 June 2012
DRAFT AS OF 24 MAY 2012

APRU: At a glance

- ❖ 42 leading research universities
- ❖ based in 16 economies
- ❖ 110,000 faculty members
- ❖ 1.7 million students
- ❖ more than US\$50 billion total budget
- ❖ located on the dynamic, diverse Pacific Rim



The Opportunity

The Pacific Rim is the most dynamic region in the world.

The world's three largest economies are located on the Rim along with a rich diversity of developing and developed nations from Latin America, East and Southeast Asia, Russia, Australasia and North America.

Bordering the vast Pacific Ocean, one third of the Earth's surface, Asia-Pacific societies face many common challenges: sustainability, water, energy and climate change, demographic shifts and ageing populations, pandemics and public health, inequality and poverty, governance, natural disasters...

The region is changing the face of higher education and research. Major public investment in university systems, especially in Asia, has seen the emergence of high-ranking institutions and new flows of talented faculty and students within the region and beyond.

Inter-government organizations like APEC, ASEAN, ASEM, ARF, ADB provide the architecture for nations to cooperate on regional issues.

APRU is poised to offer global leadership as the leading organization of the Asia-Pacific architecture for higher education and research.

APRU: an Asia-Pacific strategy is a global strategy



The Next Phase

Founded in 1997, APRU's founders were inspired by the emergence of the Pacific Rim as the focus of the Asia-Pacific Century. The leaders of Berkeley, Caltech, UCLA and USC brought together the leaders of the region's research universities. APRU aimed

- to advise APEC leaders on the direction of science and technology in the region and
- to advance collaboration in teaching and research.

APRU has grown into a mature organization with a broad spectrum of activities. Building on the early sense of a presidents' forum, APRU has a wide range of activities:

- student-focused
- research-focused
- professional bench-marking
- networks of academic and administrative leaders

How can we do better?

Over 15 years, many things have changed. Competition has sharpened. Complexity has grown. Research universities are under pressure. Information technologies offer new possibilities. Our societies are on the verge of great promise while confronting serious threats.

In this new context, how can APRU be of increasing value to its members and their societies?



APRU's Strategic Framework

APRU has drawn together the elements of its new Strategic Framework by working closely with its member universities to:

- Consult** By means of a survey and personal visits, presidents have been consulted on ways that APRU can provide more value especially in areas of strategic interest

- Prioritize** Along with presidents, senior faculty and staff responsible for APRU affairs in member universities have refined and prioritized these insights

- Focus** On three thematic priorities

As the Pacific Rim network of leading research universities, APRU seeks to advance the aspirations of its members and contribute to global society by:

- 1) **Shaping Asia-Pacific Higher Education and Research**
APRU universities can together shape the policy environment for higher education and research and influence social, economic, political and cultural forces that impact the future of universities.

- 2) **Creating Asia-Pacific Global Leaders**
APRU universities will cooperate to enhance the global leadership capabilities of faculty, administrators and students – as well as of their institutions.

- 3) **Partnering on Solutions to Asia-Pacific Challenges**
APRU universities will work together and with partners from government and business, international organizations, other universities and community leaders on solutions to regional and global challenges.



The Way Forward

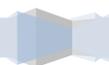
APRU will put this Strategic Framework into action over the next three years.

The steps are:

- 1) A supportive consensus by the Annual Presidents Meeting 2012 (which may add to or amend the Framework).
- 2) An implementation plan formulated over the following 10 months in consultation with deliberative bodies: Steering Committee, Senior Staff Advisory Committee, Senior Staff Meeting.

The Plan will include:

- Proposed new programs
- Evaluating, aligning existing activities
- Resourcing and communicating the plan



Towards Implementation

Below are examples of current and future APRU programs. Feedback and ideas on current, proposed or new programs are welcome.

Shaping Asia-Pacific Higher Education and Research

Current Programs	Proposed (by presidents and senior staff)
Annual Presidents Meeting	Collaborative policy research on the future of research universities and their relation to society, their future role with respect to employment, their long-term funding.
Senior Staff Meeting	
Provosts Forum	Leading Research Universities in Times of Crisis and Rapid Change (program of symposia on critical issues and exchange of best practice through exchanges of academic and administrative leaders)
Deans Meetings: Education Law Agriculture	
Chief Information Officers Forum	Librarians network
University museums and galleries network meeting	Innovation, Commercialization and Intellectual Property (a program to address the principles of intellectual property ownership and management; exchange of practice in technology commercialization; initiate collaborative entrepreneurial education.)

Creating Asia-Pacific Global Leaders

Current Programs	Proposed (by presidents and senior staff)
Undergraduate Summer Program	APRU Campus (APRU's expanded student learning, virtual courses and mobility schemes including the development of a set of APRU on-line courses focused on the Asia-Pacific region, e.g. mutually-recognized graduate or undergraduate courses on Pacific studies or specific Asia-Pacific issues.)
Doctoral Students Conference	
Fellows Program	
Pilot APRU Mobility Schemes: APRU Interns	APRU leadership and mentorship program (programs to develop leadership capabilities and increase international experience of early career faculty/administrators by inviting them to APRU meetings, expanding their knowledge and understanding of university leadership and management within their respective institutions, engaging them in career exploration activities, e.g. job shadowing, internships/externship, etc.)
APRU Professional Exchanges	
APRU Research Fellows	



Current Programs	Proposed (by presidents and senior staff)
	<p>Women leaders in Asia-Pacific Higher Education and Research (a program to share strategies and create an Asia-Pacific network of academic women to enhance leadership opportunities.)</p> <p>Internationalization Professional Development (a training/mentoring program in internationalization /international relations for faculty and staff.)</p>

Partnering on Solutions to Asia-Pacific Challenges

Current Programs	Proposed (by presidents and senior staff)
<p><i>Research and public policy programs / symposia on Asia-Pacific issues:</i></p> <p>Sustainability and Climate Change Program (hosted by UCSD)</p> <p>Multi-hazards symposium series (earth-quakes, tsunamis, floods and volcanoes)</p> <p>Global Health Program (hosted by USC)</p> <p>Ageing/Gerontology symposium series</p> <p>Brain and Mind Research in the Asia-Pacific (biennial neuroscience research symposium)</p> <p>Education and Research Technology Forum</p>	<p>Strengthen the impact of existing APRU programs (e.g. publication of research and policy papers, press releases, maintain a media profile; leveraging members' research capabilities by building stronger links with faculty members; engaging APRU Senior Staff so that they can champion them in their universities; building potential funding partnerships and engaging with funding agencies; members may set aside specific funds for faculty/students to participate in APRU research and policy initiatives of strategic relevance to them.)</p> <p>Inequality, poverty and human security (APRU members have significant capacity in these areas. APRU could facilitate the development of action plans for creating linkages across these, e.g. a summer school, creating mobility programs in the theme or seeding student-academic-community outreach research-action programs in developing countries.)</p> <p>Global Governance and Asia-Pacific Challenges (APRU presidents could play a larger role in international relations as APRU is developed as a policy platform and could develop influence on key issues such as the future of higher education and research in the region or on some of the issues in which APRU programs develop specific expertise. Relating more closely to multilateral organizations such as APEC and the UN should be considered.)</p>

