



Universitas 21
2nd Annual Heads of Administration Meeting – Vancouver, BC
Meeting Notes – Nov 17 & 18, 2003



Representatives

Jonathan Blakeman	University of Auckland
Byron Braley	University of British Columbia
Alec Cameron	University of New South Wales
Melvyn Cornish	University of Edinburgh
Phillip Lam	University of Hong Kong
Dugald Mackie	University of Glasgow
Ian Marshman	University of Melbourne
Tony Masi	McGill University
Hans Modig	Lund University
Douglas Porter	University of Queensland
Leonard Sandridge	University of Virginia
Terry Sumner	University of British Columbia
Douglas Tallack	University of Nottingham
N. Varaprasad	National University of Singapore
Kenneth Wong	University of Hong Kong

1.0 Welcome and Opening Remarks

Terry Sumner (UBC) welcomed delegates to Vancouver. There were 13 universities represented at the meeting.

2.0 Presentations

There were 4 presentations throughout the two days of meetings. These are summarized below.

- 2.1 Disaster Planning – How Singapore Handled the SARS Outbreak
Dr. N Varaprasad (Singapore) gave an interesting and informative presentation on how SARS was handled at Singapore. The presentation was in the delegates' package and is also attached.
- 2.2 UBC Technology Transfer
Angus Livingstone presented the history of technology transfer in the USA; UBC's experience and successes to date, which includes 113 spin off companies, 2400 jobs, and \$1.5 billion raised in private investment. Presentation is attached.
- 2.3 UBC Properties Trust; Tour of UBC
Al Poettcker presented on UBC Properties Trust – a company established to build long term endowment wealth through residential development; and to manage all building developments over \$1.5 million.

This was followed by a tour of the UBC Campus, highlighting the major institutional and non institutional projects that UBC Properties Trust is currently engaged in. Due to the size of the electronic file (148 mg), this presentation will be sent separately.



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2.4 Deferred Maintenance

Geoff Atkins presented the UBC Renew plan. This presentation is available for viewing at:

<http://pdf.lbs.ubc.ca/lbs/boardreports/Presentations/Universitas.ppt> .

3.0 Roundtables

There were four roundtable discussions throughout the two meeting days. See section 4 for a high level summary of the projects that will move forward. Following are details of the discussions.

3.1 *Summary of U21 President and Manager's meeting*

Melvyn Cornish (Edinburgh) provided a summary from the U21 President and Manager's meeting that had been held on the preceding Saturday and Sunday.

The next phase for U21 is titled "A Global Learning Partnership". Although several U21 groups had developed many projects, it was felt the outcomes were not there. They agreed to refocus and establish activities and priorities for the next 3 to 5 years.

4 pillars were identified and these will be supported by various projects:

1. global learning
2. distinctive cross national research
3. technology and delivery mechanisms
4. public policy and community involvement

Participation will be at ground level and the importance of the various interest groups contributing to the agenda was stressed. Institutions will have the flexibility to determine which projects they will be involved in. Projects chosen should meet several of the following values/principles:

- value added
- global/international view
- innovative
- excellence
- deliverable
- relates to mission
- engages academic and student communities

Some of the items discussed by the U21 Presidents that are of interest to the Heads of Administration group are:

- a) student mobility (Pillar 1 – global learning)



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- increase incoming and outgoing students to/from each U21 universities to 60 for 2004; 80 for 2005; and 100 for 2006
 - each university to have a U21 student exchange coordinator
 - U21 materials to promote exchanges will be developed
 - each university to provide housing, where possible
 - \$35,000 allocated for mobility scholarships (\$2,500 each)
 - \$25,000 allocated for U21 summer school
- b) Faculty and Staff Exchange (Pillar 1 – global learning)
- \$10,000 allocated for the Executive Institute for professional development for senior U21 staff
 - staff fellowships to be promoted across all U21 universities
- c) Administrative Support Systems (Pillar 3 – Technology & Delivery Systems)
- identification and sharing peer review methodologies
 - focus on outcomes
 - Heads of Administration group were specifically requested to identify 3 major processes; develop case studies across all universities; and identify best practice

This group was also requested to keep the U21 Secretariat informed of activities and outcomes.

3.2 Topics Discussed

Byron Braley (UBC) facilitated the roundtable discussions. Topics identified at Melbourne and other topics identified at this meeting were discussed as possible projects for this group. A summary of those projects selected to move forward with is shown in section 4 – outcomes.

The following topics were reviewed, but it was felt they did not fit into this group's mandate. It was recommended that these not be pursued any further by the Heads of Administration:

- a) Emergency Response Planning
 - Prasad (Singapore) asked if response plans were in place
 - each university to forward what they have directly to Singapore
- b) Profile Data
 - each university's website generally contains this information
 - comparability is difficult as data collected isn't uniform across all universities
 - this may stay on the U21 Secretariat's list



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- c) Research Grants
 - this topic was felt to be responsibility of the various faculties
- d) Student Enterprises
 - some discussion ensued and it was agreed that no further action was required on this topic
- e) Student Exchange
 - Ian Marshman (Melbourne) and Catherine Beaumont (UBC) are working together on student exchanges
 - this group will support and assist where possible
- f) Tenured academics (HR Issues)
 - information will be provided only if requested by another member university
- g) University Reporting
 - some questions on reporting will be included in the Governance project

The following topics were discussed and put on a "2nd tier" list for consideration at a future meeting.

- h) E-enabled business
 - this covers transactions done electronically
 - some discussion ensued and it was agreed this would be a topic for a future meeting
- i) Financing Options
 - this covers bond issues, financing issues, ancillaries vs. core
 - how do you borrow, what are the alternatives
 - jurisdictional issues exist on this topic
 - will add a question to governance on autonomy to borrow
 - topic for future meeting
- j) Outsourcing Non Core Services
 - many jurisdictional issues related to unions
 - Price Waterhouse did paper on shared services for Glasgow. Dugald will circulate this to the member universities.
- k) Student services
 - this covers services to students – restaurants, housing, etc.
 - although some of this is captured under other topics, it was felt worthwhile to revisit this topic in the future



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- l) U21 Soccer (games) tournament
 - it was suggested this would broaden the U21 exposure and build bonds on another level
 - this could be connected to the summer school
 - concern was raised about the optics of this and potential political issues
 - revisit at a future meeting

The following topics were discussed and the group agreed to move forward on these:

- m) Deferred Maintenance
 - McGill will take the lead
 - potential questions include:
 - how to identify the real issues /categorization of repairs
 - how are they financed
 - how is prioritization done
 - identification and remediation process
 - how do you get the Executive to recognize the problem
 - how many have torn down buildings
 - % capital budget spent on maintenance
 - \$ value willing to push
 - leveraging government partners
 - target completion date: mid Sept 2004
- n) Governance
 - Glasgow will take the lead
 - potential questions include:
 - role of Board, role of administration
 - composition, size, elected vs appointed
 - authority of board (regulatory requirements)
 - performance of Board – how is it reviewed
 - how does Board review administration performance
 - how do they set policy
 - autonomy to borrow
 - target completion date: mid March 2004
- o) Information Management Systems
 - Queensland will take the lead
 - there is an existing template that was developed 2 years ago, this will be enhanced and circulated by January 2004; additional questions include
 - future developments



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- brief description of organizational support
 - standard operating environments
 - who is responsible for academic; administrative; and library technology
 - feasibility of leveraging on U21 consortium to obtain reduced costs for e-subscriptions
 - an annual report will be presented at each Heads of Administration meeting
- p) Research Accounting
- Virginia will take the lead
 - potential questions include:
 - scope of services (financial, advisory)
 - where does it sit within the organization
 - lessons learnt in the process
 - how were various issues overcome
 - look at pre and post award issues
 - are applications and success rate tracked
 - what kind of reporting do the researchers want and/or need
 - target completion date: mid Sept 2004
- q) Research Commercialization
- UBC will take the lead
 - Queensland is doing some research in this area and will share their results
 - contact names will be requested from each member university and a list will be circulated
 - target completion date: January 2004
- r) Risk Management
- UBC will take the lead
 - potential questions include:
 - practice, management and process in place
 - self insurance vs. corporate insurance
 - risk management planning
 - crisis management planning
 - governance and management of risk
 - reputational risk
 - insurance premiums
 - enterprise wide risk assessment
 - target completion date: mid March 2004
- s) Space Management
- New South Wales will take the lead
 - potential questions include:



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- space allocation
 - swing space
 - taking back space when no longer needed (e.g. research)
 - charging for space
 - linked to strategic plan
 - target completion date: mid March 2004
- t) Staff Exchange (Administrative staff mobility)
- Singapore will take the lead
 - hard copy of NUS guidelines were circulated at meeting
 - member universities to review their guidelines
 - member universities to advocate for this program to the extend possible at their university
 - should be a flexible process that can range from visits to specific areas for a short time, to full exchanges of staff for several weeks or months
 - member universities to send a list of staff visits and exchanges completed to Singapore twice a year
 - Singapore to collate and provide a semi annual report back to the group
- u) Website/Communication
- UBC will take the lead
 - goal is to implement a means of quick communication and information circulation for this group
 - will review website, lrc3 access, listservers and other options to determine the most effective/efficient
 - some secretariat functions are required and UBC was requested to look at whether they could do this for the next year – this will be reviewed to determine the time commitment required and alternatives to do this
 - if costs are required, a proposal will be circulated outlining the amount and what services will be provided
 - information circulated as soon as possible, no later than January 04

4.0 Outcomes/Projects Chosen

The following table shows the projects that the Heads of Administration will be working on over the next year.

The process for conducting the 5 in depth reviews will be:



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1. the responsible university will develop a draft questionnaire and circulate this to the member universities for comment and identification of other questions to be included
2. the responsible university will finalize the questionnaire and circulate it to the member universities for completion
3. the responsible university will collate the answers, identifying key issues and completing an analysis of the results
4. the finished product will be circulated to the member universities, with a copy back to the U21 secretariat.

One of the topics on the list is to determine the most efficient and effective way to communicate this information. This may be through a listserver, the LRC3 database or other options.

The following table highlights the initiatives this group has agreed to undertake for the coming year:

Topic	Resp.	Date	Selected Key Questions	Deliverables
Research Commercialization	UBC	Jan 04	<ul style="list-style-type: none"> ➤ get contact names 	<ul style="list-style-type: none"> ➤ circulate names
Communication (Website)	UBC	Jan 04	<ul style="list-style-type: none"> ➤ check with U21 secretariat re: website and LRC3 use ➤ review listserve options ➤ review other options 	<ul style="list-style-type: none"> ➤ set up process ➤ circulate to members
Governance	Glasgow	mid March	<ul style="list-style-type: none"> ➤ Roles (board, admin) ➤ Composition, size, elected ➤ Evaluation of performance ➤ Policy 	<ul style="list-style-type: none"> ➤ survey
Risk Management	UBC	mid March	<ul style="list-style-type: none"> ➤ Practice; management; process ➤ Governance of ➤ Self vs corporate insurance ➤ Premiums ➤ Reputation 	<ul style="list-style-type: none"> ➤ survey
Space Management	UNSW	mid March	<ul style="list-style-type: none"> ➤ How is space allocated ➤ Benchmarks for allocation ➤ Incentives/rewards ➤ Space planning 	<ul style="list-style-type: none"> ➤ survey



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Topic	Resp.	Date	Selected Key Questions	Deliverables
Deferred Maintenance	McGill	mid September	<ul style="list-style-type: none">➢ Identification & remediation➢ Financing➢ Prioritization➢ % bubble to push➢ % cap budget to spend	<ul style="list-style-type: none">➢ survey
Research Accounting	Virginia	mid September	<ul style="list-style-type: none">➢ Pre vs post award➢ Scope of services	<ul style="list-style-type: none">➢ survey
Administrative Staff Mobility	NUS	semi annual reporting	<ul style="list-style-type: none">➢ all U21 universities to be advocates at their sites➢ send semi annual report to NUS	<ul style="list-style-type: none">➢ NUS to collate and circulate report semi annually
Information Management	Queensland	annual meeting	<ul style="list-style-type: none">➢ use existing template (enhanced)	<ul style="list-style-type: none">➢ send survey out by January 04➢ coordinate/collate

5.0 Next meeting

If possible, the next meeting will coordinate with the U21 Manager's meeting tentatively scheduled for October 2004 at McGill. If this is not possible, Hong Kong has indicated their willingness to host the next meeting in October 2004.

It was also noted that the topics for the meeting should be circulated in advance so member universities may prepare to discuss their perspective. This would turn the sessions into mini themed workshops that members felt would be useful.

P. Stevens,
Recorder