



AC21 NEWSLETTER

Towards the Second Stage of AC21

Shin-ichi HIRANO

2nd AC21 President (2003-2004)

President of Nagoya University



Almost three years have already passed since Nagoya University has launched the Academic Consortium 21 (AC21) in June 2002 during the First International Forum

entitled 'The University-Architect of the New Century', held at the Toyoda Auditorium at Nagoya University. And I am glad that finally, after such a long time, the first AC21 Newsletter is being published.

The Academic Consortium 21 (AC21) was established officially on 24 June 2002 and with it the AC21 General Secretariat was set up on our campus.

At the International Forum in June 2002, over 1500 participants joined an Open Forum on 'The Role of Universities in the 21st Century'. And researchers from all over the world participated in 12 different Satellite Forums and field trips arranged by the various departments at Nagoya University.

One year after the International Forum, Nagoya University hosted the first AC21 Steering Committee (STC) meeting where a variety of issues were discussed and agreed upon, including for example the host and the venue of the 'AC21 International Forum 2004' to be the University of Sydney, and the launch of two projects, 'Benchmarking Activities in AC21' and 'AC21 Student World Forum', with the former being led by the University of Sydney and the latter being led by Nagoya University. At present, we are in the process of preparing the AC21 Student World Forum 2005.

I am happy to mention that Nagoya University - together with each AC21 member - puts all its efforts in making AC21 a successful international academic network. The staff of the AC21 General Secretariat as well as all Nagoya University AC21 Committee Members

supported the University of Sydney in preparing the AC21 International Forum 2004 (21 July - 24 July 2004) with 13 member universities participating among others in an Open and Public Forum, a number of Satellite Forums, the second STC meeting and the General Assembly.

This first volume of the AC21 Newsletter is dedicated to the great efforts and organization of the University of Sydney in setting up the second International Forum.

I am now very much looking forward to the AC21 International Forum 2006 that has been decided to be hosted by the University of Warwick in the U.K.

At Nagoya University we emphasize internationalization in many ways. Internationalization activities of our University include international joint research projects at each Department, the Nagoya University Program for Academic Exchange (NUPACE) at the Education Center for International Students (ECIS), our engagement in international cooperation and assistance through for example the Nagoya University International Cooperation Center for Agricultural Education and the Center for Asian Legal Exchange (CALE), as well as our continuous efforts in strengthening the relations in the AC21 network. We have recognized the necessity to integrate all these international exchange activities on a university-wide level and to define a comprehensive, systematic and effective strategy. Therefore, we are planning the set up of a central international exchange organization at Nagoya University.

To support and expand the future international exchange system of Nagoya University and all other academic partners, AC21 needs to strengthen its functions and I hope that more and more fruitful results will be presented at the AC21 International Forum 2006.

Highlights:

First edition of the AC21 Newsletter

Feature on the AC21 International Forum 2004

AC21 Projects

Contents:

Towards the Second Stage of AC21	1
The Foundation of AC21	2
The AC21 International Forum 2004	2
Academic Freedom—An Australian Perspective	3
The University of Sydney	4
Satellite Forums at the AC21 International Forum	5
The 1st General Assembly	6
AC21 Events and Activities	7
AC21 and Benchmarking	8
AC21 Student World Forum 2005	9
Message from the AC21 General Secretariat	10
Photo Album	11

The Foundation of AC21

Minoru MATSUO
AC21 Founding President

Senior Managing Director, Japan Association of National Universities
Former President of Nagoya University (1998-2004)



Reaching a new millennium after a big, and not-always-preferable, paradigm change in politics and the economy in the 1990's, it came to my mind that universities are now much more seriously required to contribute to the international society. At the same time, I was disturbed by the fact that Nagoya University had not well utilized potential opportunities from academic exchange agreements with foreign universities. Human beings are unique animals in that they are aware of the fact that death will certainly come to them. In recognizing this, I seriously considered the future society, and I wondered if there was a meaningful international project that could be continuous for at least thirty years.

Consequently, after a series of discussions with young professors, I conceived of a plan to establish a permanent international organization consisting of principal universities under the academic agreements to critically review "the mission role of universities towards society" and to undertake joint activities in education, research and liaison to serve the world society.

'...and I wondered if there was a meaningful international project that could be continuous for at least thirty years.'

Eventually, the positive responses from many world-leading universities and research institutes surpassed our expectations.

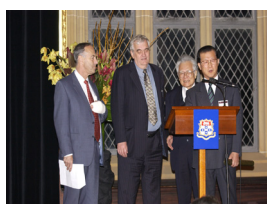
The structure of AC21 has uniqueness in that the members and partners gather together from developed and developing countries in widely ranging regions with different cultures and values to be shared. I appreciate the Benchmarking project proposed by the University of Sydney, and agreed at the General Assembly that it meets the objectives of AC21 in that it allows not only numerical comparisons but also accumulating a knowledge-base of to-be-shared unique, and valuable, experiences of each member and partner.

I am very pleased that AC21 has reached a truly international and multi-cultural organization that can conduct meaningful joint activities with the leadership of Vice-Chancellor Gavin Brown of the University of Sydney.

I believe the original philosophy "The University – Architect of The New Century" will be inherited to all universities and regional societies in the world, and will attract meaningful and regular activities.

The AC21 International Forum 2004

Gavin BROWN
AC21 President (2004-)
Vice-Chancellor and Principal
The University of Sydney



From the right:
 President Hirano, Nagoya University; AC21 Founding President Prof. Matsuo; Vice-Chancellor Brown, The University of Sydney; Deputy Vice-Chancellor Hearn, The University of Sydney

It was both an honour and a special pleasure to host the AC21 International Forum 2004. As host of this prestigious biennial event, The University of Sydney developed a program of academic forums that offered delegates the chance to engage in stimulating and productive debate on a range of internationally relevant higher education topics.

The AC21 International Forum 2004 was a significant success and I want to thank all involved for their contribution and efforts in making this possible.

The opportunity to host this forum and work with the AC21 General Secretariat meant the University of Sydney was able not only to foster discussion of the forum theme, "Universities, Cities and Society in the 21st Century", but also

to demonstrate in practice the coming together of the three thematic elements. We thank our distinguished guests from thirteen universities for their active engagement and for their kind comments on the success of the event and its organisation.

I am looking forward to serving as President of the AC21 General Secretariat for the next two years and continuing with the traditions established by the founding President of AC21, Professor Minoru Matsuo and former president, President Shin-ichi Hirano, President of Nagoya University, in particular reassessing the roles of universities in a changing society; promoting research through collaboration; enriching education through cooperation and contributing to industry and community in world and regional society.

Academic Freedom- An Australian Perspective

Gavin BROWN
AC21 President (2004-)
Vice-Chancellor and Principal
The University of Sydney



Having been given an opportunity to contribute to this newsletter as AC21 President, I would like to introduce a new topic which has not appeared formally in our forum discussions. The background is that I was invited as one of fifteen non-U.S. university presidents to participate in an inaugural Global Colloquium sponsored by the UN Secretary General and five university presidents from the New York area. Kofi Annan chairs the plenary discussions which focus on two key issues; the meaning and extent of academic freedom in the pursuit of research and educational missions and, secondly, the global public policy issue of how to promote the best interests of international migrants and the countries they leave, transit or enter.

In the course of preparing my thoughts on academic freedom from an Australian perspective, it occurred to me that the universities of AC21 should be interested to share experiences in this area. My basic thesis is that, no matter the stage of development of a nation or its cultural roots, there are ongoing tensions over the preservation of academic freedom. These may take many forms; are rarely simply delineated as black and white; yet have common threads from country to country.

The principles recommended by the universities assembled at the 1950 UNESCO conference remain valid as a universal ideal but the real test of usefulness is to what extent there is shared interpretation over issues of practical implementation. Operational questions arise in the relations between government and universities, universities and their stakeholders (including staff and students) and between staff and students and society. Let me describe some examples of tension in each of the pairings.

With non-material exceptions, all Australian universities are public universities and, almost without exception, their governance is in the hands of State Governments but their public funding comes from the Federal Government. It is common for these governments to be from opposing political parties. This provides a double temptation for political regulation or influence.

On balance, I believe that there remains a workable amount of substantive, procedural and organic autonomy. That does not imply that there are no sharp clashes over academic freedom. Let me give two recent examples. The Australian Research Council is federally funded and independent. It uses international peer review but the Minister retains the right to approve or reject individual projects. This right has been exercised to rule out, in a non-transparent way, some projects in the humanities and social sciences. A university, not mine, recently announced, without consultation, that it would no longer offer podiatry. A Minister with recent social service responsibilities announced in parliament that universities retreating unilaterally from public interest obligations would face hefty financial penalties.

University administrations face similar temptations in prosecuting their own business. Unquestionably, we must set internal research priorities and direct funds accordingly. Where is the line to be drawn between giving and denying financial support according to an institutional strategic plan and in supporting the right to pursue knowledge for its own sake? If we appoint a new professor of physics, do we take account of the current strengths and configuration of that field in our university or do we seek the most outstanding person available in the broad discipline? Obviously we must do the former and be willing to limit the scope of the advertisement, yet there is a need for constant vigilance to maintain the highest standards.

It is fundamental that we allow academics to speak out, although their views may be at odds with university positions or apparently embarrassing to some important relationship. Our practical policy is that individuals should quote their official affiliation only when expressing views within their academic discipline and, even then, make it clear that
(→continued next page)

'No matter the stage of development of a nation or its cultural roots, there are ongoing tensions over the preservation of academic freedom.'

Academic Freedom- An Australian Perspective

they do not speak on behalf of the institution. This still causes difficulties – recently the ambassador of a neighbouring country asked me to stop two academics (one retired) from comment on his government's activities. Although we have important investment relationships I was firm in stating that my power is restricted to preventing the university's position being misrepresented.

That so-called power is at best a gossamer thread and preservation of academic freedom is dependent on the actions of both staff and students. I firmly believe, after George Bernard Shaw, that liberty means responsibility. On the one hand, it is good that students should be politically aware and active in pursuit of their goals. On the other hand, it is necessary to place orderly limits on behaviour. In that

regard, take the example where students sincerely believe that the governing body is about to make a wrong decision (usually hiking fees) and decide to prevent it meeting. There is an argument along the lines that consultation has been insufficient and so it is a democratic imperative to employ extreme civil disobedience. Here again there are balancing judgements to be made, but I have no difficulty with bringing police on campus to ensure that proper processes can occur.

Non-confrontational solutions are, of course, much to be preferred with a view to encouraging that shared respect which is the basis for academic freedom. The fundamental problem is when belief systems clash and both sides rush to battle, crying "academic freedom is on my side".

The University of Sydney

'Slowly, I began to feel that it was a university that is alive.'

Mary Jung

**B Commerce/B Arts, The University of Sydney
Exchange Student at Nagoya University (April-July 2004)**

The University of Sydney, founded in 1850, stands as the oldest university in Australia. Boasting one of the largest library collections, it has one of the strongest academic reputations in the country. Entering a university where the reputation precedes it so forcefully is a daunting idea. My first few weeks at the University of Sydney were spent in absolute bewilderment - overwhelmed by its long-standing and grand buildings, the presence of so many diligent students, and the sheer size of the campus.

However, as time flew by, the university began to feel more comfortable and familiar. Slowly, I began to feel that it was a university that is alive. The many student groups and events, a constant atmosphere of change and improvement, and the continuous effort put into students' education and research, are all things that can be felt on campus in the same positive

and unpretentious manner that characterises the University of Sydney. During the past five years, I have been able to grow and learn within this environment, and now appreciate the opportunities that I have had. This incredible exchange experience in Nagoya has now just topped off that list, and is typical of the amazing things that I have been able to have access to at the University of Sydney. Although reluctant to think about leaving Nagoya just yet, I am still content with the knowledge that when I get back home, I will have once again the opportunity to soak in the atmosphere that is the University of Sydney.



Satellite Forums at the AC21 International Forum

Six satellite forums on topics of mutual research and community interest were held as part of the AC21 International Forum 2004, 20 July—22 July.

This include:

1) Biotechnology: Sustainable Regulation

Date: 22 July 2004

Venue: Pricewaterhouse Coopers, Sydney

This Satellite Forum applied an interdisciplinary lens to the debate about genetically modified organisms, ensuring that the voices of regulators, industry, non-government organizations, lawyers, scientists and economists are heard.

2) International Student Exchange:

A Vital Part of an International University

Date: 22 July 2004

Venue: Carillon Room, Sydney University Village

Featuring key academic staff of the University of Sydney and speakers from North Carolina State University, Nagoya University and the Australian Department of Education, Science and Technology, this forum aimed to determine the potential for an AC21 International Exchange Protocol and the actions required to achieve such a protocol. Topics included the value of international exchanges, management of exchanges, national initiatives, operational perspectives and balancing partners, visa and other government regulations.

3) Learning Technologies:

e-Learning in the Wild (22 July 2004)

Date: 22 July 2004

Venue: Webster Lecture Theatre, The Veterinary Science Conference Centre, The University of Sydney

With e-learning moving from traditional 'learnplaces' such as the classroom, into the 'real' world, this forum explored technological innovations that support new teaching and learning scenarios in a variety of highly mobile

and dynamic settings. The forum examined how universities and other educational organizations can capitalize on the increasingly ubiquitous nature of information technologies, and the ways in which 'new generation' learners can integrate new technologies with their existing e-learning infrastructure.

4) Multidisciplinary Ageing and Aged Care

Date: 22 July 2004

Venue: The Holme Building, The University of Sydney

With population ageing requiring constructive planning to improve outcomes for people of all ages, this forum provided integrated multidisciplinary perspectives on how education and research can contribute to improving the personal and societal experiences of ageing.

5) Sustainable Transport for Sustainable Cities

Date: 22 July 2004

Venue: Everest Theatre, Seymour Centre

Coordinated by The Warren Centre for Advanced Engineering, this forum was designed to address topical transport issues from a practical perspective. Topics included finance and the partnership between private and government service providers, institutional structure and strategic planning, land use and transport planning, and new transport technologies.

6) Water and Sustainable Development

Date: 20 July—22 July 2004

Venue: Orange Campus, The University of Sydney

This was a three-day forum showcasing the work of leading researchers from the University of Sydney, other AC21 members and distinguished authorities, to focus on identifying strategies and activities that will foster and facilitate collaboration between member institutions in water-related areas.



The University of Sydney

For more detailed information material, abstracts and full papers, etc. please contact the AC21 General Secretariat and take a look at the AC21 website.

The First General Assembly

Yoshitsugu HAYASHI

**Former Director AC21 General Secretariat (2003-2004)
Professor of Sustainable Transport and Spatial Development
Nagoya University**



The First AC21 General Assembly was held during the AC21 International Forum 2004 at the University of Sydney, 24 July 2004.

In the General Assembly, the improvement of Articles was intensively and successfully discussed. The main points that were agreed include the following six points:

1. AC21 membership had previously been limited to institutions, which have academic exchange agreements on a university-wide level with Nagoya University, to avoid a too rapid expansion in the number of members. However, the membership was redefined and opened to any universities and institutions with institutional commitment to research and the principles of AC21 that have exchange agreements with existing members.

2. Annual membership contributions will be collected from AC21 members from 2005. Furthermore, donations from AC21 partners are expected (including financial donations, donations in name or in kind).

3. A presidency system for AC21 has been approved and included in the Articles. To explain briefly, there will be rotating presidency among the AC21 members: The Chair of the AC21 International Forum, President/Vice-Chancellor/Rector etc. of the host institution, becomes the President of AC21 until the next bi-annual International Forum. Also, the title of AC21 Founding President was defined and was given to Professor Minoru Matsuo, former president of Nagoya University, in recognition of his outstanding creativeness and leadership in the initiation of AC21.

4. It was agreed to launch the following two projects, in which all AC21 members can participate:

- a) Benchmarking (led by the University of Sydney);
- b) AC21 Student World Forum (organized and hosted by Nagoya University and the AC21 General Secretariat bi-annually). The first AC21 Student World Forum will be held in the Northern Hemisphere summer 2005 in

Nagoya, Japan — at the same time of the World EXPO 2005 in Aichi, Japan.

5) The host candidate for the AC21 International Forum 2006 is the University of Warwick. This was subject to approval by the University of Warwick and was officially approved in November 2004.

6) Events hosted by an AC21 member with participation of other members are allowed to be crowned the name of AC21.

The amendments to the Articles have made the second AC21 International Forum in Sydney a notable event proving that AC21 has progressed from its preparation stage since its inauguration Forum 2002 at Nagoya University and entered a new stage to conduct concrete programs in education cooperation, research collaboration and contribution to society.

On the next day of the General Assembly, Vice-Chancellor Professor Gavin Brown became the third AC21 President, succeeding Professor Shin-ichi Hirano, President of Nagoya University.

The AC21 International Forum was launched at Nagoya University in Japan in Asia, was inherited by the University of Sydney in Oceania, and will next be hosted by the University of Warwick in England, Europe. It is a distinguishing characteristic of AC21 that presidents and venues are being rotated internationally. With regular activities, such as benchmarking and student forums, AC21 is innovative and multi-cultural, and many more AC21-crowned events are expected to be organized in the future.

Next to the discussions and approval of the AC21 Articles, the General Assembly also included an interesting presentation on 'Establishing Benchmarks and Building Alliances' by Professor Judyth Sachs, Acting Pro-Vice-Chancellor, The University of Sydney and Professor Jim Sait, Strategic Director for Internationalization, The University of Sydney.

'...proving that AC21 has progressed from its preparation stage since its inauguration Forum 2002 at Nagoya University and entered a new stage to conduct concrete programs...'



General Assembly
Group Photo

AC21 Events and Activities

Since its establishment in June 2002, the Academic Consortium (AC21) has planned and organized step by step a number of events and activities. Below is a chronicle of events and activities so far—as well as a list of planned actions in 2005.

...in 2003

26 August	AC21 Delegation visiting Toyota Motor Corporation, Japan for negotiating internship programs for AC21 members' students
19 September	AC21 Delegation visiting Chulalongkorn University for discussing future AC21 projects
22 September	AC21 Delegation visiting Shanghai Jiao Tong University for discussing future AC21 projects
3 October	AC21 Delegation visiting Chubu Electronics, Japan for negotiating visiting programs for AC21 members' students
20-21 October	First Steering Committee (STC) Meeting held at Nagoya University; 7 STC members and 1 member with observer status met at Nagoya University to discuss AC21 projects, Articles of AC21, and the AC21 International Forum 2004

...in 2004

23 March	AC21 Delegation visiting NGK Insulators, Ltd. , Japan for negotiating internship programs for AC21 members' students
April	IT Benchmarking Project launched
21-24 July	AC21 International Forum 2004 hosted by the University of Sydney
24 November	AC21 Delegation visiting Chulalongkorn University for concretizing future AC21 activities
25 November	AC21 Delegation visiting Kasetsart University for concretizing future AC21 activities
November	New Online Japanese Language Project launched Questionnaire sent to all AC21 members

...in 2005

	Benchmarking Project to be launched
	Evaluation of the IT Benchmarking Project results to be sent to all participating AC21 members
	Online Japanese Language Project
	Internship program to be launched
	Preparation of Student, Faculty and Staff Exchange Programs
July	Second STC meeting to be held at Nagoya University
29 July—8 August	AC21 Student World Forum to be hosted by Nagoya University and the AC21 General Secretariat with the support of all AC21 members

...in 2006

AC21 International Forum 2006 to be hosted by the University of Warwick, UK



The AC21 logo representing the harmonious cooperation in education and research bridging between different societies in the world to share wisdom and knowledge on different cultures necessary for co-existence beyond national and regional boundaries

'More information on events and activities can be found on the AC21 website'
<http://www.ac21.org>



Prof. Shin-ichi Yamamoto, Chair of the Steering Committee; Vice-President, Nagoya University

AC21 and Benchmarking

Misao HAYAKAWA
Director
AC21 General Secretariat
Presidential Advisor (International Cooperation)
Nagoya University



The AC21 International Forum 2004 was held in Sydney, Australia this July. We at Nagoya University and the AC21 General Secretariat greatly appreciated the hard work the University of Sydney had put into hosting the Forum.

One main proposal of this International Forum is to initiate "benchmarking" activities. The University of Sydney, as the host of this Forum, introduced ways of establishing benchmarks and suggested building alliances among participating members of AC21. Benchmarking is a unique and challenging project, which will promote the analysis and evaluation of each member university's activities and help enhance the qualities of those performances by comparing various data collected through the selected overseas AC21 member universities. These activities include teaching/learning activities, research activities, administrative/financial processes, and other service activities.

Evaluation/Improvement Activities at Nagoya University

This proposal of benchmarking by the University of Sydney is a timely and relevant topic for Nagoya University. We have been engaged in upgrading the quality of research, educational, and service activities since the enforcement of the Deregulation of University Establishment Standards by the Ministry of Education in 1991. Our efforts were especially conspicuous in the field of the qualitative improvement of educational programs both at the undergraduate and graduate levels. The 1990s were a decade of continuous improvement of college and graduate education at our University.

Nagoya University started various evaluation/improvement efforts and activities by introducing self-evaluation, external/peer evaluation, course evaluation by students, and workshops for faculty and staff development. The National Institute for Academic Degrees and University Evaluation conducted the

assessment of the qualities of educational programs and research activities at our Schools of Letters, Law, and Engineering, and College of Arts and Sciences in the years 2003 and 2004. This March, the Institute also rated the performance of our international exchange activities in terms of their programs and achievements; we received an excellent rating.

According to the result of the 21st Century Center of Excellence (COE) Program sponsored by the Ministry of Education in 2002, 2003 and 2004, 14 research projects of Nagoya University received special research grants and our University was ranked fourth among 85 universities in terms of the number of grants procured. In 2003, our College of Engineering won a special grant under the Support of Unique and Distinctive Educational Program sponsored by the Ministry. We will compete again for these programs in 2005.

A New Phase in University Reform: Benchmarking in AC21

Now, Nagoya University is entering the second phase of the improvement/reform movement. We will stress further qualitative improvements of our activities through the installation of mid-range visions and plans this year. At this time, the introduction of benchmarking in the global network of AC21 will be an impetus for propelling our evaluation/improvement activities to the levels comparable to international/global standards. The launching of benchmarking activities at AC21 is a timely topic for us. We will enhance the qualities of our evaluation/improvement activities through the participation in the benchmarking proposal by the University of Sydney. We are sure that the AC21 International Forum 2004 was a challenging and constructive place not only for Nagoya University, but for all other participating AC21 members and partners.

'A New Phase in University Reform: Benchmarking in AC21'



From the left:
 Mr. Tiejun Bu, Jilin University
 Prof. Jiang Wu, Shanghai Jiao Tong University
 Prof. Hayakawa and Prof. Matsushita, Nagoya University

AC21 Student World Forum 2005

Natalie KONOMI
Project Coordinator
AC21 General Secretariat
Nagoya University



From 29 July 2005 to 8 August 2005 AC21 will host the First AC21 Student World Forum 2005 at Nagoya. In connection with the EXPO 2005, the main theme of the forum will be 'Challenges to the Coexistence of Nature and Humans'.

The purpose of this annual forum is to give students from AC21 member institutions from all over the world the opportunity to discuss and exchange ideas and opinions concerning international issues.

It aims at increasing students' understanding of international issues through sharing experiences and opinions; encouraging new ideas and initiatives related to the discussed topics; providing an opportunity for students to create new relationships that lead to friendships and breaking down prejudice barriers; inspiring students to think and act globally; and strengthening the AC21 network.

As the main host of the event, Nagoya University and the AC21 General Secretariat will call for student participation from December 2004 on the AC21 Website (<http://www.ac21.org>) as well as through the AC21 communicators at each AC21 member institution.

Students will be asked to choose from three topics (1. Environmental Education: Are we doing enough?; 2. Science, technology and our responsibility; 3. Eco-Tourism: A solution or a problem?) creating a portfolio with their

university team that will be presented at Nagoya University during the Forum. One representative of each AC21 member institution will then be allowed to participate in the AC21 International Forum 2005, receiving an 'AC21 grant' for an excellent portfolio, i.e. flight, accommodation and other costs directly related to the AC21 Student World Forum 2005 for each selected representative of the AC21 member institutions will be sponsored by Nagoya University and through AC21 contribution fees.

The event itself will include interesting field trips to Japanese companies and historical places as well as the EXPO site, lectures of experts, discussion and preparation time with all participating students, and as a highlight an Exhibition of the students' portfolios and results of discussions during the one-week event inviting other students, citizens and so on from all over the place.

Students interested in applying for this event are asked to contact the AC21 General Secretariat for further information.

*From 29 July to
8 August 2005, AC21
will host the First AC21
Student World Forum
2005 at Nagoya
University, Japan with
the main theme
'Challenges to the
Coexistence of Nature
and Humans'*



Message from the AC21 General Secretariat

Dear AC21 Members and Partners,

Dear Readers,

We know, it has taken us quite a while to get our first AC21 Newsletter published. But, it is done! Here it is—the first volume of the Quarterly AC21 Newsletter. Thank you very much for your patience!

And thank you to everyone who has contributed to this first volume.

We hope to improve the newsletter with each new volume and make it more and more interesting to all readers. So, any comments and helpful criticism is welcome!

In our first volume we, at the AC21 General Secretariat, thought it would be most appropriate to introduce ourselves to give you an idea of how things are organized at our office and how it looks inside.

AC21 itself has a new President since July 2004, Professor Gavin Brown, Vice-Chancellor of the University of Sydney, who is succeeding Professor Shin-ichi Hirano, President of Nagoya University and Professor Minoru Matsuo, Founding President of AC21.

Our AC21 General Secretariat at Nagoya University, Japan, consists of our Director, Professor Misao Hayakawa and 5 staff members,

Natalie Konomi, Associate Professor & Project Coordinator

Atsuko Hisada, Assistant Coordinator

Tomohito Taki, Assistant Coordinator

Takaki Taniguchi, IT specialist

Kuniko Fukushima, Administrative Staff

The AC21 General Secretariat was decided to be located at

Nagoya University in July 2002, and was first set up with 4 staff members on Nagoya University campus in one of the administration buildings. In April 2004, we then moved to the newly built Noyori Conference Hall.

The purpose of the AC21 General Secretariat is a variety. We are here to plan, support, coordinate new and already existing projects within AC21, to liaise between faculty members, researchers and students of the AC21 members, to stay in contact through the AC21 communicators at each university and strengthen relationships within AC21.

Our main goal is to ensure the constant development and improvement of AC21 itself.

We are very much looking forward to all upcoming events and hope for the participation and cooperation of all of you.

Thank you very much.

Your AC21 General Secretariat



Natalie



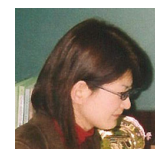
Atsuko



Tomohito



Takaki



Kuniko

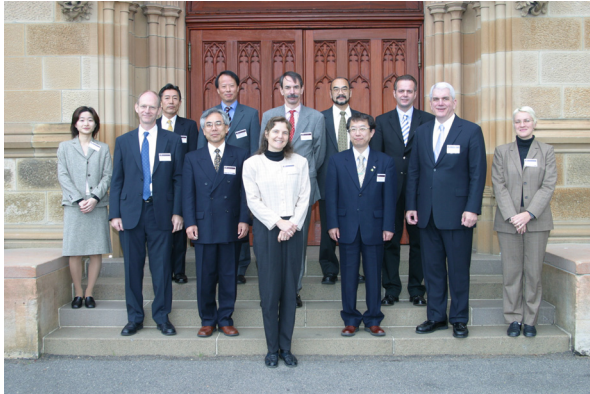
For comments and inquiries, please contact:

AC21 General Secretariat, Nagoya University, Furo-cho, Chikusa-ku, Nagoya, 464-8601 Japan

Tel: +81-52-789-5684/5686 Fax: +81-52-789-4999 E-mail: office@ac21.org

AC21 Photo Album

AC21 Members at work



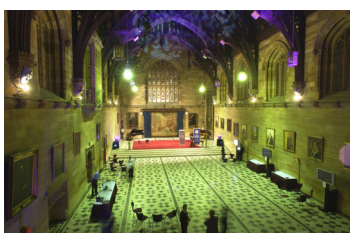
The Steering Committee in front of the Great Hall



The General Assembly at the Darlington Center



AC21 Members after work



Inside the Great Hall

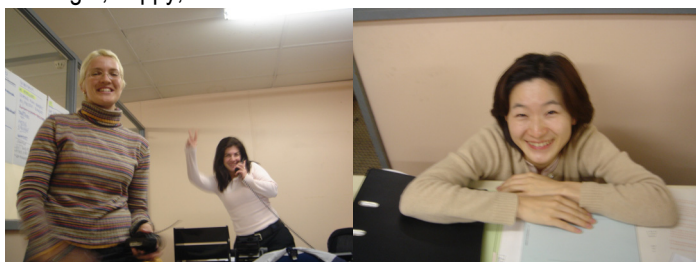


At the Welcome Reception



In front of Darling Harbour

And organizers planning the final wrap up in the middle of the night, happy, but exhausted....



And ready for a vacation....



CONTACT

AC21 General Secretariat
Nagoya University
Furo-cho, Chikusa-ku
Nagoya
464-8601 Japan

Tel: +81-52-789-5684
Fax: +81-52-789-4999
E-mail: office@ac21.org
<http://www.ac21.org>



Academic Consortium 21