

# **Memorandum of Understanding**

## ***MacauPortugalUnet***

A research and advanced training network between the  
University of Macau and Portuguese Universities and Associate Laboratories

The University of Macau and the Portuguese Universities and Associate Laboratories agree to promote a research and advanced international training network aimed to foster the institutional building and research capacity of the University of Macau and the advancement of knowledge.

The potential long-term collaboration between the University of Macau, its faculty members and researchers, and Portuguese Universities, related Associate Laboratories and other research laboratories and their faculty members and researchers, is one that is mutually beneficial.

The parties recognize that there are many considerations that need to be addressed to ensure that the collaboration will meet the objectives of both the University of Macau and the Portuguese Universities and Associate Laboratories, and that there are decisions that need to be jointly addressed in the preparation of specific a long-term institutional collaboration projects.

Hence, the University of Macau, the Portuguese Universities and Associate Laboratories will assess the objectives as well as the options for structuring the collaboration, its feasibility and scope. The terms that will govern the collaboration which will be further detailed in a subsequent technical framework program (TFP) that will be negotiated and signed between the three mentioned parties.

### **1. A comprehensive approach**

The research and advanced training network will be launched following a gradual and stepwise process to facilitate exploring and deepening mutual interests in education, research, and technology commercialization projects. Three main phases are anticipated, including:

- i) a joint initial assessment of possible areas for collaboration;
- ii) the early installation of joint collaborative efforts in research and advanced training, as well as in student and faculty exchange; and
- iii) securing a long term and broad collaboration, through a set of joint educational programs and research consortia, involving academia and business industry.

The process will be jointly managed and governed by flexible institutional structures to be formed at both the University of Macau and across Portuguese Universities, Associate Laboratories and major business enterprises.

#### **1.1. A joint initial assessment of possible areas for collaboration (up to 12 months):**

The goal of the initial short-term assessment is to establish a long-term partnership, which requires the prior evaluation of specific interests of the University of Macau and its faculty members and researchers, as well as the specific interests of the Portuguese Universities and Associate Laboratories, their faculty members and researchers. As a result, this Memorandum of Understanding (MoU) defines the terms of reference for a short-term assessment, which is to be performed during a period of up to 12 months looking at long-term goals and objectives after the signature of the TFP mentioned above.

In particular, the University of Macau and the Portuguese Universities and Associate Laboratories will consider and discuss, among other issues, possible educational, research, and technology commercialization program areas of interest, and how the parties will engage in educational and research projects of mutual interest. The parties will also identify various key institutional, operational, financial, legal, and technical issues.

The parties will namely address the following issues:

- **Research and advanced education:** The assessment will explore the possibility of research and education across a variety of initiatives and academic fields and areas of culture, but initially focusing on building capacity at the University of Macau. It should consider its participation in major international initiatives in progress in Portugal and Europe, including the joint ventures with the Massachusetts Institute of Technology, Carnegie Mellon University, Harvard Medical School and the University of Texas at Austin. It should also foster the identification of key domains of knowledge for growth and development and potential collaborations with other Chinese universities, as well as universities in the broader Asian region. Joint research activities in cultural sino-lusophone studies, as well as cultural activities, are envisaged. These activities should be developed under an open framework and involve relevant research centers and cultural institutions associated to University of Macau and Portuguese Universities. All potential initiatives must be relevant to the University of Macau and of interest to the Portuguese Universities and Associate Laboratories. In addition, the assessment should consider how any collaborative efforts could be implemented to allow for the continuous monitoring of, evaluation of, and adjustments to the collaboration.
- **Technology Commercialization:** Inspired by the experience of setting-up in Portugal a “University Technology Enterprise Network, UTEN Portugal” to foster technology transfer and commercialization, the assessment will explore the possibility of incubating and accelerating technology-based start-up firms in the Chinese markets and preparing young entrepreneurs and technology managers. The potential establishment of “UTEN Macau” will be assessed, including a “technology Incubator” to promote the goal of the University of Macau and partners in Portugal exploring access to new and emerging markets in South China, as well as worldwide.

- **Institution-building:** The assessment will include an analysis of possibilities for institution-building and establishing joint programs, institutes or centers, such as:
  - Dual or Double degree Programs, namely at master and doctorate level, involving the University of Macau and Portuguese Public Universities;
  - Joint research laboratories or institutes in Macao and Portugal, involving the University of Macau, a consortium of Portuguese research centers and schools and in close collaboration with business industry in Portugal and China;
  - A multi-institutional Center of Excellence devoted to the diffusion of Portuguese culture worldwide, involving China, Macao and other Portuguese speaking countries and communities in Africa, in Brazil and elsewhere;
  - A council or institute for the strategic advice of the University of Macau, including its emerging potential for the diffusion of Portuguese culture in South China;
  - In addition, the Portuguese Universities and Associate Laboratories will form a joint committee to organize and promote the collaboration with the University of Macau, among other international collaborations. It should consider establishing a private, non-profit institution in the near future, involving major business industries, to accelerate diversified forms of cooperation with the University of Macau.

The assessment by the University of Macau and the Portuguese Public Universities and Associate Laboratories is expected to be undertaken over an approximately 1-year period from September 1, 2011. It will consist in an early identification of opportunities for collaboration and consider three main parts, as follows:

- a) **Identification of potential ideas and opportunities for collaboration by Portuguese institutions and the University of Macau:** Portuguese Universities and Associate Laboratories will identify, among their faculty and researchers, potential ideas for collaboration with the University of Macau. They should be submitted before the end of 2011 to, respectively, the President of the Council of Rectors and the Secretary of the Council of Associate Laboratories. Similarly, the University of Macau will collect main ideas for collaboration with Portugal, which will be collected by the Rector of the University of Macau;
- a) **Building proposals for consortia and joint programs:** Proposals for effective joint collaborative efforts and research consortia will be attempted through the analysis and merging of individual potential ideas, which may involve cooperation with third parties (in China, the USA, Brazil, Africa and elsewhere). This part of the assessment exercise will be established through a joint installation committee, as defined below;
- b) **Discussion and submission of final assessment report:** A final short-term assessment is expected to be presented by October 2012, after a throughout discussion with the parties involved.

If either the University of Macau and the Portuguese Public Universities and Associate Laboratories desire to extend the assessment period, it will notify the other in writing and, if all parties agree by written consent, the assessment period will be extended for a specified period.

### **1.2. Early installation of joint collaborative efforts in research and advanced training:**

In order to foster personal contacts and the building-up of relations across institutions, parties should promote from September 2012, and in a case by case procedure, the early installation of joint collaborative efforts in research and advanced training, as well as student and faculty exchange. Parties should consider the participation of faculty and researchers from the University of Macau in major international initiatives in progress in Portugal, including the joint ventures with the Massachusetts Institute of Technology, Carnegie Mellon University, Harvard Medical School and the University of Texas at Austin.

This phase is expected to last for 24 months, starting in September 2012.

### **1.3. Securing a long term and broad collaboration:**

A set of joint educational programs and research consortia, involving academia and business industry, is expected to be fully operational not more than 24 months from signature of this MoU. They should be launched and promoted in a way to foster and secure a long term and broad collaboration between the University of Macau and the Portuguese Universities and Associate Laboratories.

This phase is expected to start in September 2013.

## **2. A flexible joint governance**

The process will be jointly managed and governed by flexible institutional structures to be formed at both the University of Macau and across Portuguese Universities, Associate Laboratories and major business enterprises.

In the meantime and in the short term, a joint installation committee will be defined by the University of Macau, the Rector's Council of Portuguese Public Universities and the Council of Associate Laboratories. It should be fully operational before the end of September 2011 and it is expected to deliver the initial assessment report defined in 1.1) above by September-October 2012. The joint installation committee is expected to be small and operational, including not more than three to four people.

In addition, it should consider and launch all the necessary forms of institution-building identified in 1.2) above, including a potential council or institute for the strategic advice of the University of Macau and a joint committee and/or institution in Portugal to organize and promote the collaboration with the University of Macau, among other international collaborations.

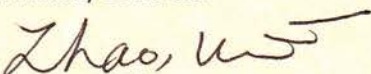
It should also guarantee the analysis of the necessary funding levels for all forms of collaboration to be implemented by the Program. The University of Macau and other potential parties involved will support the direct costs including staff funding, travel and lodging expenses incurred in conjunction with the initial assessment defined in 1. *The Process* above.

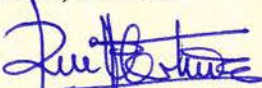
The overall collaborative program, as well as specific tasks, will be monitored and evaluated, making use of an external peer-review committee. An overall biannual review will be planned to guide the development of the program, as well as its restructuring whenever necessary. In addition, the launching of new actions is subject to the analysis of the external committee.

The University of Macau and the Portuguese Public Universities and Associate Laboratories look forward to working together during the initial assessment period and to the potential for long-term collaboration.


Done at Macao, on the 3<sup>rd</sup> May 2011

For the University of Macau:


  
Rector, Wei Zhao

  
Vice Rector (Research), Rui Martins

For the Portuguese Public Universities:

  
António Rendas  
President, Portuguese Council of Rector of Public Universities

For the Portuguese Associate Laboratories:

  
Alexandre Quintanilha  
Secretary, Portuguese Council of Associate Laboratories