



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Indian Academic Leaders' Delegation to the USA

9-16th November, 2024

Orlando, Florida and Tucson,
Arizona, USA



India-USA Higher Education Dialogue



November 9, 2024
Orlando, Florida, USA

A Confederation of Indian Private Universities (CIPU) initiative aimed at strengthening ties in the higher education sector. The event focuses on enhancing academic exchange, promoting research partnerships, and fostering mutual understanding between institutions in India and USA. The dialogue is held to provide a platform for leaders, policymakers, and educators from both countries to discuss opportunities for cooperation, address challenges, and share best practices in higher education. It includes discussions on student mobility, academic collaborations, faculty exchanges, and joint research initiatives. Overall, the dialogue seeks to strengthen the educational and cultural ties between India and the United States, benefiting both students and universities.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Inaugural Session



Prof. (Dr.) Suresh Garimella, Chairperson, CIPU Global Advisory Council and President, University of Arizona, delivered the Convening Remarks. Dr. Garimella thanked Dr. Mark Becker, President, APLU for co-hosting the event and for the MoU with CIPU. He informed the gathering that the Dialogue was the third in the series of conferences with the first two in Washington D.C and Pune in 2022 and 2023 respectively.

He appreciated Mr. Rahul Karad, Chief Patron, CIPU and Executive President, MIT-World Peace University, for his visionary leadership. He said the main objective of CIPU when it was conceptualized was to bring people together for collective advancement and to foster collaboration. He also mentioned that topics such as innovative partnerships, entrepreneurship promotion, research ecosystem and pedagogical innovation were some of the discussion points in the workshop at Washington D.C. Professional Development and mentorship programs for Indian Higher Education leaders was also emphasized, he mentioned.

The second workshop at Pune focused more on student-centric education, advancing a culture of research and innovation, embedding service orientation in education etc., Dr. Garimella mentioned. He also highlighted the focus of the panel discussions on faculty excellence at scale, governance practices and students success.

Dr. Garimella mentioned that despite major differences in the higher education landscape between both the countries in terms of population, penetration of higher education, maturity of the sector, research funding, quality of education and governance systems, we must unite to focus on promoting educational excellence at large and how to make a systemic change. As we progress, he said, we must be mindful of the traditions and the evolution of each nation's higher education sector.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES



Mr. Rahul Karad, Chief Patron, CIPU and Executive President, MIT-World Peace University, delivered the welcome remarks. He recalled the meeting between him and Dr. Suresh Garimella few years back that paved the way for the seed thought to form a body like CIPU with a vision to transform the Indian Higher Education. He told the participants that though India has the third largest higher education ecosystem in the world next to USA and China, we lack in certain aspects like the quality of teachers, updated curricula, industry-academia partnerships etc.

Mr. Rahul Karad also questioned why the corporates are not coming forward to establish Universities in the country as the regulatory environment also prevents them from taking such a decision. He emphasized the importance of collaborative competition and highlighted the fact that with India's burgeoning youth population and to harness the demographic dividend, government alone cannot handle job creation and all players need to contribute. He suggested a Leadership Development Program for the Indian academic leaders wherein they get an opportunity to spend 10 to 12 days in a US University and understand the governance and other best practices. He said this could be one of the key takeaways of the event. He pinpointed the fact that in India Governance of the Institutions is a critical issue. Mr. Rahul mentioned that India needs policy level and regulatory changes to nurture young minds within the country and create that ecosystem like how USA has done it so that the professional transformation of students can happen. He once gain stressed the importance of all stakeholders including the government, industry and academic coming together to make transformations happen in the Indian Higher Education sector.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES



Dr. Sethuraman Panchanathan, Director, National Science Foundation, USA, joined virtually. He gave an overview of the 2022 Washington DC meet to the Audience. He told the audience how NSF has launched 27 AI institutes in the last three years with a total investment of 540 million dollars, out of which only 320 million dollars are invested by NSF. He also mentioned one of the AI schools partnered with IIT Mumbai and the University of Tokyo. NSF is motivating these institutes to partner with institutions in other countries. He mentioned how NSF is moving fast in terms of global collaboration. In the last two years, NSF has collaborated and invested around 20 million dollars in different sectors of India, including the higher education sector. He asked CIPU member universities to be part of this collaborative mission. He told the audience about their partnership with IBM, Micron and Amazon. He was very positive in fostering the INDIA-USA Partnerships. He concluded his talk with 'Future looks good, take benefit of this opportunity and shape and scale the collaboration'.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES



Dr. Vinod Bahade, Minister (Education) and Head of Chancery (HOC), Embassy of India, Washington D.C. USA, participated as the Guest of Honour and delivered a special address. He mentioned that such collaborations have been possible due to the trust that has been built and strengthened between the countries for many decades. He also said that India-USA strategic partnerships is based on shared values and converging interests. Dr. Bahade mentioned that Education is one of the core pillars of this relationship. He informed the audience that there are 3,60,000 Indian students in the USA and many US Universities are having existing tie-ups with Indian Universities. He said the India-USA Working Group on Education and Skill Development was launched in 2023. He also mentioned about the QUAD STEM Scholarship under which 25 scholars from QUAD countries will come to the USA for research. He also spoke about the opportunity for US Universities to set up campuses in Indian soil and attract Indian students. He highlighted the importance of promoting two-way student mobility for short term courses. He also spoke about the partnership opportunities between the vocation training institutes in both countries. He promised the delegates that the Indian Embassy would support and foster partnership between the institutions in both countries.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

MOU Signing Between APLU and CIPU



Mr. Rahul Karad, Chief Patron, CIPU and Dr. Mark Becker, President, APLU exchanging MoU.

The objective of the MoU is to foster collaboration and strengthen working relationship between CIPU and APLU to enhance educational excellence, promote innovation, facilitate student and faculty exchanges and contribute to addressing global challenges through joint research initiatives and shared expertise. By working together CIPU & APLU seek to advance higher education and create a framework for collaborative efforts to create learning opportunities and promote innovation.

This MOU signifies a pivotal step in strengthening ties between the two organizations, focusing on shared goals of innovation, research, and development in higher education.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

MOU Signing Between TiE Global and CIPU



Mr. Rahul Karad, Chief Patron, CIPU and Mr. Vijay Menon, Executive Director, TiE Global exchanging MoU.

The MoU between the Confederation of Indian Private Universities (CIPU) and TiE aims to foster collaboration between private universities and the entrepreneurial ecosystem, enhancing innovation, mentorship, and networking opportunities for students, faculty, and startups. This partnership seeks to empower the next generation of leaders and entrepreneurs by creating a platform for knowledge exchange, business incubation, and growth, ultimately driving India's economic development and global competitiveness.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

CIPU Presentation

Mr R Karthik, Director General, gave an overview on the CIPU's journey so far, its vision and mission and its proposed initiatives for the members.





CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Interactive Panel Discussion

The session encouraged a conversational format, inviting participants to share insights, raise questions, and engage in a dynamic dialogue. This approach underscores the importance of inclusive discussions in shaping innovative and practical strategies for higher education.

The Amplifying Power of Higher Education Associations



Prof. (Dr.) Suresh Garimella chaired and moderated the session. Panelists included **Dr. Mark Becker**, President, Association of Public and Land-Grant Universities (APLU), **Prof. (Dr.) Shiv Tripathi**, Dean of Faculty of Economics and Business Administration, Berlin School of Business and Innovation, Berlin and **Ms. Sara Hand-Herald**, Charter Member, TiE Global. The Panel focused on leveraging the experience of US based higher education associations, such as APLU, to guide Indian Universities in building frameworks for institutional support. Panelists discussed how associations foster research, mobilize policy advocacy, and enhance educational access. Speakers underscored that associations offer a platform for exchange on shared challenges, best practices, and policy impacts across regions and institutions.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Panel Discussion on Mission, Governance and Engagement



Panel Discussion on 'Mission, Governance and Engagement' was chaired and moderated by **Prof. (Dr.) Satish K. Tripathi**, President, University at Buffalo. Panelists included **Mr. Bharat Lal Meena**, Chairman, BEST Innovation University, **Prof. (Dr.) Nagi Naganathan**, President, Oregon Institute of Technology and **Prof. (Dr.) K. Ram Ramasubramanian**, Executive Vice Chancellor for Academic Affairs and Provost, The State University of New York.

The session provided insights on the need for leaders to attend to the expectations of internal and external stakeholders, while also reconciling existing resources with public demands for University value and relevance. The session also explored structures that encourage a strong research and innovation culture. Panelists from the US shared insights into their models of shared governance, tenure, and promotion, underscoring the importance of academic freedom, strategic partnerships with industry, and active government support. Indian attendees expressed interest in adopting aspects of these governance models, particularly in establishing structures that support research and enhance academic collaboration.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Panel Discussion on Faculty Recruitment, Professional Development, and Research Collaborations



Panel Discussion on “Faculty Recruitment, Professional Development, and Research Collaborations’ was chaired and moderated by **Prof. (Dr.) Jayathi Y. Murthy**, President, Oregon State University. Panelists included **Prof. (Dr.) Rupa Vasudevan**, Founder & Chancellor, of BEST Innovation University, **Prof. (Dr.) Aswani Volety**, Chancellor, University of North Carolina-Wilmington and **Prof. (Dr.) Anastasia Kiritsi**, Professor, Gisma University of Applied Sciences, Berlin.

Panelists in this session discussed faculty excellence and retention as critical components of institutional quality. While there were varying opinions on whether good researchers are also good teachers, everyone agreed that better instruction could be nurtured, with mentoring measuring impact and rewarding innovative practices. Acknowledging a shortfall in qualified faculty, particularly for new and growing institutions in India, panelists considered alternative models, such as hiring professionals with industry experience and developing pathways for continuous professional growth. Panelists from the USA shared approaches like mentoring, teaching development programs, and support for faculty research to foster career growth and retention. Retention efforts should involve considerations of salary as well as faculty belongingness.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Panel Discussion on Expanding Student Training and Opportunities for Placement, Entrepreneurship and Innovation through Internships and Research Fellowships



Panel Discussion on ‘Expanding Student Training and Opportunities for Placement, Entrepreneurship and Innovation through Internships and Research Fellowships’ was chaired by **Prof. (Dr.) C. Mauli Agrawal**, Chancellor, University of Missouri-Kansas City. Panelists included **Prof. (Dr.) Priestly Shan**, Vice Chancellor, Alliance University, **Mr. Vijay Menon**, Executive Director, TiE Global and **Mr. Jeff Yacup**, Regional Director of Client Partnerships, QS Quaccquarelli Symonds.

This final panel discussion focused on creating environments conducive to student achievement, blending academic, cultural, and well-being initiatives. Indian and US leaders discussed balancing individual mentorship with the demands of scale, emphasizing the value of holistic student success models. Indian institutions underscored the importance of aligning student success with local and cultural contexts, while US Universities shared strategies for engaging students through experiential learning, community involvement, and flexible curriculum designs. While participants agreed that that students should be competitive for existing industry needs, there are also opportunities in entrepreneurship, which would require students to be empowered to engage in ongoing learning (and questioning) beyond graduation.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Takeaways and Next Steps

The event underscored a commitment to continuous engagement between Indian and US institutions. Indian University leaders endorsed further development of the Confederation to catalyze to drive positive change by uniting institutions in India through thought leadership, advocacy, and healthy competition and by organizational collaboration with partner institutions in the US. Key areas of focus for the next stages of development are: meetings of specialized sub-groups, leadership training, pedagogical training, and entrepreneurial initiatives. Leaders from both countries left with a shared vision of expanding the global impact of higher education through targeted collaboration and mutual support.





CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Distinguished Speakers



Prof. (Dr.) Suresh Garimella
Chairperson, CIPU Global
Advisory Council and President,
University of Arizona



Mr. Rahul Karad
Chief Patron, CIPU and
Executive President, MIT-
World Peace University, Pune



Dr. Sethuraman Panchanathan
Director, National Science
Foundation, USA



Dr. Vinod Bahade
Minister (Education) and Head
of Chancery(HOC), Embassy of
India, Washington D.C. USA



Dr. Mark Becker
President, Association of
Public and Land-Grant
Universities (APLU), USA



Mr. Vijay Menon
Executive Director, TiE Global



Prof. (Dr.) Nagi Naganathan
President, Oregon Institute of
Technology



Prof. (Dr.) Satish K. Tripathi
President, University at
Buffalo



Prof. (Dr.) Jayathi Y. Murthy
President, Oregon State
University



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Distinguished Speakers



Prof. (Dr.) K. Ram Ramasubramanian
Executive Vice Chancellor for
Academic Affairs and Provost, The
State University of New York



Prof. (Dr.) Aswani Volety
Chancellor, University of North
Carolina-Wilmington



Prof. (Dr.) C. Mauli Agrawal
Chancellor, University of
Missouri-Kansas City



Prof. (Dr.) Shiv Tripathi
Dean of Faculty of Economics
and Business Administration,
Berlin School of Business and
Innovation, Berlin



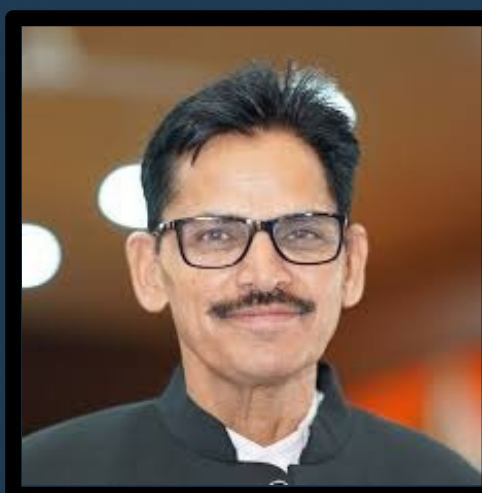
Prof. (Dr.) Rupa Vasudevan
Founder & Chancellor, BEST
Innovation University



Prof. (Dr.) Priestly Shan
Vice Chancellor, Alliance
University



Prof. (Dr.) Anastasia Kiritsi
Professor, Gisma University of
Applied Sciences, Berlin



Mr. Bharat Lal Meena
Chairman, BEST Innovation
University



Ms. Sara Hand-Herald
Charter Member, TiE Global



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

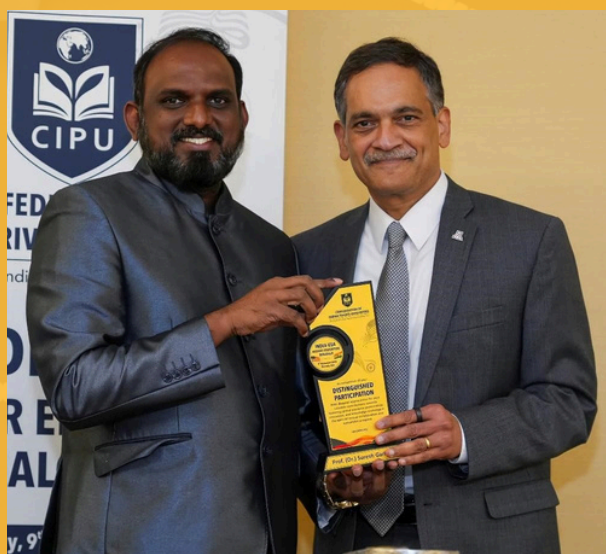
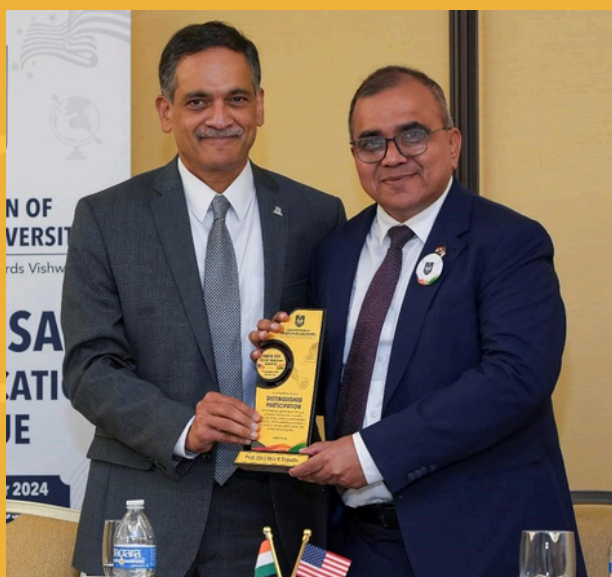
Glimpses from the Event





CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

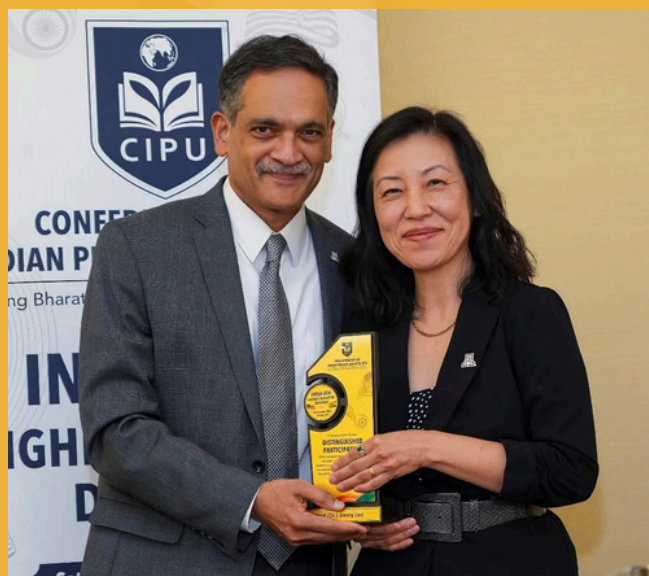
Felicitation of Guests





CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Felicitation of Guests





CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Association of Public and Land-Grant Universities (APLU) Annual Meeting 2024



APLU
ANNUAL
MEETING

NOVEMBER 10-12, 2024

ORLANDO, FL

November 10-12, 2024
Orlando, Florida





CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES


About APLU

APLU is a membership organization that fosters a community of university leaders collectively working to advance the mission of public research universities. The association's membership consists of nearly 250 public research universities, land-grant institutions, state university systems, and affiliated organizations spanning across all 50 states, the District of Columbia, six U.S. territories, Canada, and Mexico.

The association and its members collectively focus on: increasing access, equity, completion, and workforce readiness; promoting pathbreaking scientific research; and bolstering economic and community engagement. Drawing on the powerful collective action of its members, APLU's advocacy arm helps shape federal policy that maximizes the positive impact of public and land-grant universities.

APLU BY THE NUMBERS

ANNUALLY, APLU MEMBER CAMPUSES

ENROLL
 **5.3** million
undergraduates

AND
1.4 million
graduate students 

AWARD
 **1.4** million
degrees

EMPLOY
1.3 million
faculty and staff 

AND CONDUCT
 **\$61** billion in
university-based research

APLU MEMBERSHIP INCLUDES

220 Campuses
Including all U.S. land-grant institutions

25 University Systems

3 Affiliates

23 Historically Black Colleges
and Universities (HBCUs)
Of which
21 are land-grant institutions
19 under the 1890 Morrill Act
2 under the 1862 Morrill Act

39 Asian American and
Native American Pacific
Islander-Serving
Institutions (AANAPISI)

36 Hispanic-Serving
Institutions (HSIs)



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Key Takeaways

College Work Experience Program (CWEP)

This program allows students to gain practical skills through working for limited hours, thus giving them a competitive edge in the job market.

Bottom-up Organisations

Decision making processes are inclusive empowering lower level staff and fostering a sense of ownership and responsibility.

Culture of Appreciation

A strong emphasis on recognizing and appreciating the efforts and achievements of faculty, staff and students, creating a positive and motivating work environment.

Credit hour based Budget Model

Financial planning and budgeting are based on credit hours, ensuring a more efficient allocation of resources aligned with academic activities.

Imposing charges on Departments for Space Utilization

Departments are charged for the space they utilize, promoting efficient use of campus facilities and encouraging departments to optimize their space requirements.

Strong adaptation of benchmark model in all cases

The widespread use of benchmarking to measure and improve performance, ensuring that institutions continually strive to meet and exceed industry expectations.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Visit to the University of Central Florida

12 November 2024





CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES



The visit aimed to understand the best practices in University Governance, curriculum design, industry-partnerships, research initiatives and innovative pedagogical approaches.

The delegates got an overview of the University's financial management strategies and detailed insights into their budgeting, resource allocation, and financial planning. They also discussed the financial challenges and the innovative solutions adopted by UCF.

The delegation visited the College of Engineering and Computer Science and got a briefing on the College's educational programs and research initiatives. They also got to understand the industry-partnerships and internship opportunities for the students. UCF officials took the delegation on a tour to the campus labs, showcasing cutting-edge research and development projects. They also interacted with the faculty and students involved in various research endeavours.

The delegation had an interaction with the athletics Director and discussed the role and importance of intercollegiate athletics at UCF. They were given insights into UCF's athletics programs, achievements and future plans.

MIT-World Peace University, Alliance University and BEST Innovation University, signed Memorandum of Understandings with the UCF to explore deeper and meaningful collaboration opportunities between the Universities in the days and months ahead.

The delegation also had a discussion with the officials of the India Center at UCF and interacted with them on the possible partnership opportunities for joint initiatives between CIPU and UCF on areas like joint research and white papers on India-US Education Policies, Joint Roundtables, online sessions, cultural exchange etc.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

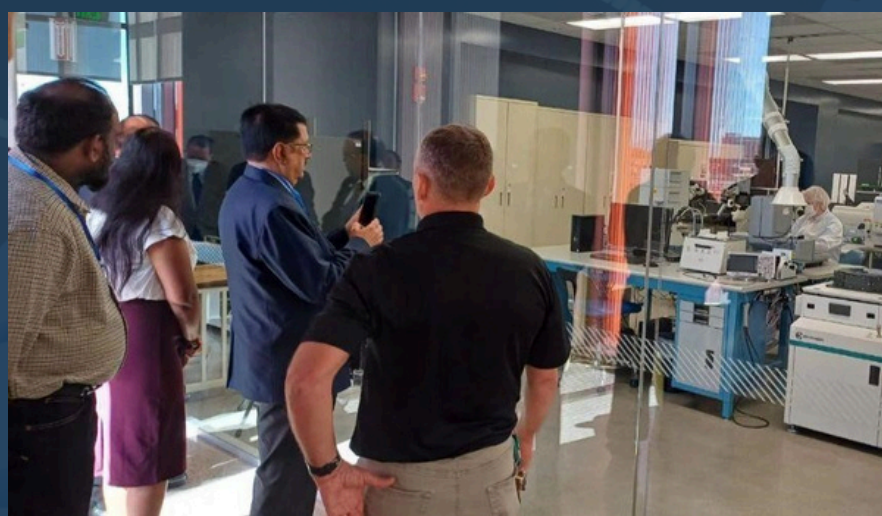
Visit to the University of Arizona

15 and 16 November 2024





CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES





CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

The visit of the Confederation of Indian Private Universities (CIPU) delegation to the University of Arizona marked another significant milestone in the growing partnership between Indian and US higher education institutions. It offered an immersive exploration U of A operations, governance structures, budgeting strategies, research priorities, accessible education, and student success initiatives. Tours of the renowned Applied Research Building, Alfie Norville Gem and Mineral Museum, Richard F. Caris Mirror Lab, and Center for Creative Photography underscored the U of A 's dedication to fostering interdisciplinary collaboration, promoting cultural and scientific education, and bridging academic research with real-world applications. Through the following presentations and discussions, attendees exchanged insights into challenges and strategies for institutional growth, innovation, and collaboration.

University of Arizona Governance

The University of Arizona, governed by the Arizona Board of Regents, ensures compliance with state mandates, accreditation, and legal standards. Shared governance fosters collaboration among faculty, administration, and stakeholders to uphold academic excellence. Faculty, supported by the Faculty Senate, lead curriculum, program approval, and tenure decisions. Colleges retain autonomy over budgets and hiring, aligning with institutional goals while promoting innovation, collaboration, and academic freedom.

Strategic Budgeting and Resource Allocation

The presentation on higher education budgeting outlined the U of As strategy to align finances with institutional priorities, emphasizing fiscal responsibility and core values. A hybrid model balances centralized oversight with decentralized, activity-informed decisions, enabling flexibility and strategic resource allocation. Strong leadership, transparency, stakeholder engagement, and data-driven tools were highlighted as essential for adapting to evolving priorities and economic challenges.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Innovation, Research Excellence and Interdisciplinary Collaboration

The U of A's research priorities encompass vital areas such as space sciences, water resources, health sciences, and quantum technology, reflecting its commitment to addressing global challenges through interdisciplinary collaboration. This dedication is exemplified by partnerships with external entities and international organizations that encourage joint research, funding opportunities, and the sharing of expertise, further enhancing the university's ability to drive innovation and create global solutions. Strategic initiatives like research commercialization, startup support, and substantial investments in cutting-edge facilities aim to drive innovation and societal impact.

Student Resources, Success and Strategies

The University of Arizona fosters student success through retention initiatives, engagement, and innovative curricula, with dedicated support for first-generation and marginalized students. Data-driven tools and early interventions improve retention and address challenges, reflecting a commitment to inclusivity and well-being.

Academic and Faculty Development

The development of faculty and academic programs at the U of A focuses on mentorship, professional training, and well-defined pathways for tenure-track advancement.

Innovations in curriculum design aim to simplify academic programs, improve graduation rates, and align education with industry and societal needs. The university fosters a thriving academic environment through transparent processes, collaborative governance, and sustained faculty support.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

Digital Transformation and Technology in Education

The discussion on digital transformation highlighted Arizona Online, a flagship initiative offering high-quality, accessible programs to a diverse student population. Using data-driven strategies, the U of A has expanded its offerings to meet market demand while maintaining academic rigor. Emerging technologies like virtual reality and artificial intelligence enhance engagement and accessibility, with a focus on ensuring technology supports, rather than dictates, educational goals. Challenges such as faculty adaptation to online teaching and intellectual property management were also addressed, underscoring the importance of sustainable growth in digital education.

Globalization and International Partnerships

Arizona International is pivotal in advancing the U of A's mission through global partnerships and educational innovation in India and beyond. The university's dedication to accessible, high-quality programs for international students was emphasized alongside its innovative collaboration models, such as Microcampuses, flexible transfer pathways, and tailored certificates, which strengthen global engagement. These efforts position the University of Arizona as a leader in international education and a key partner in fostering meaningful global connections.

Conclusions and Next Steps

The CIPU visit to the University of Arizona highlighted shared goals and challenges in higher education between India and the U.S., emphasizing leadership development, research innovation, and best practices. The visit reinforced the potential for partnerships to enhance global impact, with plans for a formal collaboration offering online teaching, learning, and leadership training to CIPU member institutions. There are also early discussions on pathways and short-term programs.



CONFEDERATION OF
INDIAN PRIVATE UNIVERSITIES

About CIPU

Conceptualized by academic thought leader Shri. Rahul V Karad in collaboration with several American and Indian Higher Education leaders, Confederation of Indian Private Universities (CIPU) emerged as an outcome of several rounds of discussions and brainstorming with stakeholders in the Higher Education ecosystem. This took the shape of the first formal dialogue in 2022 when more than 25 American and 30 Indian thought leaders met in Washington D.C. Building on the successful deliberations in Washington, more than 70 leading Private Universities met in Pune in January 2023 to take forward the mission.

CIPU is a not-for-profit member driven body that works and advocates for the promotion and interests of the tertiary, higher education, and University levels in various national and international forums.

The vision of CIPU is to make India, the knowledge capital of the world and re-establish the country's credentials as a Vishwa Guru in the 21st century.


The organisation will work closely with the Government and Education Entrepreneurs to ensure that the needs and concerns of higher education institutions are heard and addressed in policy making. CIPU also collaborates with international organisations and associations to promote the internationalization of higher education and to enhance the global reputation of the sector.

The Confederation serves as a unifying force, providing a platform for member institutions to exchange ideas, share best practices, and collectively address challenges facing the higher educational landscape. It also provides a platform for consensus building and networking on key issues.

CONFEDERATION OF INDIAN PRIVATE UNIVERSITIES

S. No. 124, Paud Road, Kothrud, Pune - 411038, India

 info@cipuglobal.org / office@cipuglobal.org

 cipuglobal.org

 [linkedin.com/company/cipu-global-org](https://www.linkedin.com/company/cipu-global-org)

 [youtube.com/@cipuglobal](https://www.youtube.com/@cipuglobal)