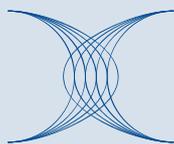




2010 Meeting of IARU Presidents



Meeting of IARU Presidents

Peking University

13-14 April, 2010

Monday 12 April

By 1830 Guests to meet in foyer, The Lake View Hotel

1830 - 2030 *Welcome Reception and Dinner hosted by President Zhou Qifeng*

Tuesday 13 April

By 0840 Delegates to meet in the foyer, The Lake View Hotel and depart for the meeting venue

**15 minute walk to the Tan Siu Lin Center for International Studies, Peking University*

0900 **Session 1 – Welcome**

**The President or representatives of the university listed in italics will be invited to lead the discussion of that topic*

- 1.1 Welcome by Host University – President Zhou Qifeng
- 1.2 IARU Chair's Welcome
- 1.3 Finance overview

0930 **Session 2 – Future IARU Directions: Assessments from Presidents and Senior Officers**

2 Future IARU Directions discussion (IARU Chair)

1045 *Morning tea*

1100 **Session 3 – Institutional Sharing**

**All papers are tabled and will be discussed if requested*

- 3.1 Industrial Innovation
 - 3.1.1 The Role of the Modern Research University (*University of Cambridge*)
 - 3.1.2 Academic Entrepreneurship & Spin-off Incubation (*National University of Singapore*)
- 3.2 Integrated Services (Benchmarking HR & Corporate Services Performance) (*University of Cambridge*)

- 3.3 Open Access / Open Cast Publishing (*ETH Zurich*)
- 3.4 Women and Men in a Globalizing University (*University of Cambridge*)
- 3.5 Career Development Professionals Network (*Australian National University*)

1200 *Lunch with Peking University faculty and students involved in IARU programs at Hongya Hall, Building 7, Shaoyuan, Peking University*
**Delegates to walk to the lunch venue*

1330 **Session 4 – Global Education Initiatives**

- 4.1 Global Summer Program (*IARU Secretariat*)
- 4.2 Global Internship Program (*University of Oxford*)
- 4.3 Transforming Power of Global Education (*National University of Singapore*)

1430 **Session 5 – Grand Challenge**

- 5.1 Sustainable Campus Program (*Australian National University*)
- 5.2 Sustainability Fellowship Program (*Yale University*)
- 5.3 Demonstrative Project on Sustainable Cities (*The University of Tokyo*)
- 5.4 IARU Climate Change: Global Risks, Challenges and Decisions; COP-15 Update (*University of Copenhagen*)

1530 *Afternoon tea and interviews with Peking University students*

1600 **Session 6 – Research Updates**

**All papers are tabled and will be discussed if requested*

- 6.1 Ageing, Longevity and Health (*University of Copenhagen*)
- 6.2 Regional Perspectives on Global Security (*Australian National University*)
- 6.3 Global Culture and Citizenship (*Australian National University*)

1700 Day 1 closing summary and meeting to adjourn
**End of session delegates walk to The Lake View Hotel*

1830 Delegates and guests to meet in foyer, the Lake View Hotel and depart for dinner

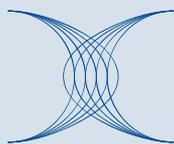
1900 *Presidents' dinner hosted by President Zhou Qifeng*
Courtyard Restaurant of Family Bai, 15 Suzhou St., Haidian District

IARU delegates and guests dinner
Courtyard Restaurant of Family Bai, 15 Suzhou St., Haidian District

2100 Delegates and guests return to The Lake View Hotel

Wednesday 14 April

- 0840 Delegates to meet in foyer, the Lake View Hotel (to walk to meeting venue)
- 0900 **Session 7 – New Initiatives**
- 7.1 Value of Research-Intensive Universities (*National University of Singapore*)
 - 7.2 Alumni Associations' Summit (*Cambridge University*)
 - 7.3 IARU School of Global Governance Proposal (*ETH Zurich*)
 - 7.4 Staff Exchange (*University of Oxford*)
 - 7.5 Student Conference on Conservation Science Beijing
- 1030 Tree planting ceremony and group photo
- 1045 *Morning tea*
- 1100 **Session 8 - Business Matters**
- 8.1 IARU Website Redevelopment Proposal
 - 8.2 Financial Report
 - 8.3 Presidents' Meeting 2011
 - 8.4 Any other business
- 1145 Closing summary
- 1200 - 1330 *Lunch with People's Republic of China, Ministry of Education Officials at Hongya Hall, Building 7, Shaoyuan, Peking University*



Meeting of IARU Presidents

Peking University

13-14 April, 2010

Attendees

Peking University

Professor Zhou Qifeng, President

Dr Li Yansong, Assistant President, Director, Office of International Relations

Dr Xia Hongwei, Executive Deputy Director, Office of International Relations

Australian National University

Professor Ian Chubb, Vice-Chancellor and President

Mr Darren Brown, Director, International Strategy and Alliances

ETH Zurich

Professor Dr Ralph Eichler, President

Mr Anders Hagström, Director, International Education Affairs

National University of Singapore

Professor Tan Chorh Chuan, President (IARU Chair)

Professor Barry Halliwell, Deputy President (Research and Technology)

Professor Lily Kong, Vice-President (University and Global Relations)

Ms Denise Chua, Associate Director, International Relations Office

University of California, Berkeley

Chancellor Robert J. Birgeneau, Chancellor

University of Cambridge

Professor Alison Richard, Vice-Chancellor

Dr Jennifer Barnes, Pro Vice-Chancellor for International Strategy

Ms Tao-Tao Chang, Head, International Office

University of Copenhagen

Professor Dr Ralf Hemmingsen, Rector

Dr Hanne Harmsen, Vice-Provost for Education

Dr John E. Andersen, Director, International Affairs

Mr Steen Ulrich, Executive Consultant, Rector's Office

University of Oxford

Professor Andrew Hamilton, Vice-Chancellor

Professor Ewan McKendrick, Pro Vice-Chancellor for Education

The University of Tokyo

Professor Junichi Hamada, President

Professor Yoichiro Matsumoto, Managing Director and Executive Vice-President

Professor Kiichi Fujiwara, Graduate Schools for Law and Politics

Mr Tatsuo Kishi, General Manager, International Affairs Department

Mr Hirotaka Morita, Student Exchange Planning Group

Yale University

Ms Linda Lorimer, Vice-President and Secretary

Ms Fawn Wang, Assistant Secretary of Yale University

IARU Secretariat

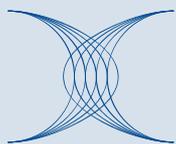
Ms Amelia Whitelaw

Mr Bernard Toh (In-coming)

Ms Yeap Su Phing (In-coming)

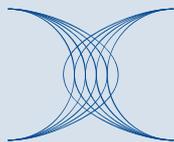
Peking University Meeting Coordinator

Ms Zhang Ying, Office of International Relations



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Summary of Current IARU Initiatives



Summary of Current IARU Initiatives

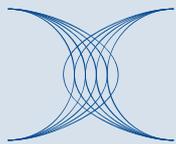
Agenda Item	IARU Initiative/ activity	Partners engaged	Status / Initiated	Most recent activity	Central funds to date (\$US)	Other funding
6.1	Ageing, Longevity and Health	Copenhagen (lead), ANU, NUS, Oxford, Todai, Yale, Beida	Ongoing / Presidents' Meeting 2006		\$38,000 for Oxford project management	External funding secured
7.2	Alumni Associations Summit proposal	Cambridge and Yale (leads)	New / Senior Officers' Meeting 2009	Background: Alumni directors from 7 IARU institutions met at Yale in October 2009	\$15,000 IARU central funding requested	
3.5	Career Development Professionals Network (A Guide to Academic Careers in IARU)	ANU (lead)	Ongoing / Presidents' Meeting 2008	Development of a web-based careers guide	\$3,000 Workshop hosted by NUS (July 2008)	Funding by lead institution
5.3	Demonstrative Project on Sustainable Cities	ANU, Todai, Copenhagen (leads) ETH Zurich, NUS considering involvement for phase II	Ongoing / Presidents' Meeting 2008 (Model for "proof of concept" within the Energy, Resource, Environment project: Senior Officers' Meeting in 2007)	Completion of its demonstrative phase 1	Up to \$15,000 committed (unspent) \$3,629.41 for ERE proposal development (Todai 2006)	Local funding provided by ANU, Todai, Copenhagen
6.3	Global Culture and Citizenship: Towards A New Civic Pluralism Workshop	ANU (lead), Berkeley, Cambridge, Copenhagen, Oxford, NUS, Todai	Completed/ Senior Officers' Meeting 2008	Workshop at Copenhagen, 2-3 November, 2009	Up to \$15,000 committed (unspent)	

Agenda Item	IARU Initiative/ activity	Partners engaged	Status / Initiated	Most recent activity	Central funds to date (\$US)	Other funding
4.2	Global Internship Program	Oxford and NUS (leads) ANU, Berkeley	Pilot year / Presidents' Meeting 2009	Proposal is tabled at the meeting for discussion	N/A	
4.1	Global Summer Program	All	Ongoing / Presidents' Meeting 2007	<p>Students participating in the 2010 course have accepted offer</p> <p>16 courses are offered in 2010, with at least one from each institution</p> <p>GSP Working Committee Meeting held at Oxford (14-15 September)</p>	<p>Up to \$10,000 (unspent) for GSP Meeting in Cambridge, Sep 2010</p> <p>\$100,000 for GSP Grants in Mar 2010</p> <p>\$4,800 for GSP Meetings in Oxford, Sep 2009</p> <p>\$3,500 for GSP Meeting in Antwerp, Sept 2008</p> <p>\$2,500 GSP Workshop in Cambridge, Feb 2008</p>	Varying by institution
7.3	IARU School of Global Governance proposal	ETH Zurich (lead)	New / Presidents' Meeting 2010	Proposal is tabled at the meeting for endorsement	\$15,000 IARU central funding requested	
3.1	Industrial Innovation (Academic Entrepreneurship and Spin-off Incubation)	NUS (lead), Cambridge, Oxford, ANU, Berkeley, NUS, ETH, Todai	New / Presidents' Meeting 2009		N/A	

Agenda Item	IARU Initiative/ activity	Partners engaged	Status / Initiated	Most recent activity	Central funds to date (\$US)	Other funding
3.1	Industrial Innovation (and the Role of the Modern Research University)	Cambridge and Oxford (leads), ANU, Berkeley, NUS, ETH Zurich, Today	Ongoing / Presidents' Meeting 2007	Leads met in November to discuss progression of project Workshop in Cambridge (27 April 2009)	Up to \$15,000 (unspent) committed for further project development \$4,800 for 2009 workshop	
3.2	Integrated Services (Benchmarking HR & Corporate Services Performance)	Cambridge (lead), NUS, Copenhagen, ANU, ETH Zurich	New / Presidents' Meeting 2009	First workshop to be held on 5 May, 2010	\$10,000 IARU central funding requested	
3.3	Open Access / Open Cast Publishing	ETH Zurich (lead), Copenhagen, Oxford, Cambridge, ANU, NUS, Today, Berkeley	Ongoing / Senior Officers' Meeting 2007	Workshop at ETH Zurich, 20 – 21 January, 2010	\$14,500 for 2010 workshop	
6.2	Regional Perspectives on Global Security research program	ANU (lead), NUS, Beida, Today, Berkeley, Copenhagen, ETH, Cambridge, Berkeley	Ongoing / Presidents' Meeting 2006	6 workshops in 2009 -2010, and established a Visiting Scholars Program	\$15,000 for proposal development at ANU in 2008 \$1,925 workshop related activity in Cambridge, 2006	+ External funding secured

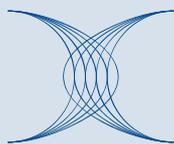
Agenda Item	IARU Initiative/ activity	Partners engaged	Status / Initiated	Most recent activity	Central funds to date (\$US)	Other funding
5.1	Sustainability Campus Program	All	Ongoing / Presidents' Meeting 2007	Regional meeting between PKU, Todai, NUS, ANU Ongoing update of Campus Sustainability website and toolkit Annual Sustainability Officer meeting at NUS, February 2010	Up to \$15,000 allocated for annual meetings in 2011 and 2012 (unspent) \$3,700 for 2010 annual meeting \$16,500 Copenhagen related activities in 2009 \$14,000 Sustainability Meeting, 2008 Total = \$34,200 spent to date	
5.2	Sustainability Fellowship Program	ANU and Yale (leads), ETH Zurich, Copenhagen, Oxford, NUS, Todai, Berkeley, Cambridge (PKU from 2010)	Ongoing / Presidents' Meeting 2007	More than 15 students from partner institutions will be hosted at an IARU university	N/A	Varying by institution
4.3	The Transforming Power of Global Education proposal	NUS (lead), ANU, Berkeley, Copenhagen, Oxford, Todai, Yale	New / Presidents' Meeting 2009	Workshop details finalised	Up to \$15,000 committed for workshop	

Agenda Item	IARU Initiative/ activity	Partners engaged	Status / Initiated	Most recent activity	Central funds to date (\$US)	Other funding
7.1	Value of Research Intensive Universities proposal	NUS (lead)	New / Presidents' Meeting 2010	Proposal is tabled at the meeting for endorsement	\$15,000 IARU central funding requested	
3.4	Women and Men in a Globalising University Benchmarking	Cambridge and Oxford (leads), Copenhagen, ETH Zurich, Todai, NUS, ANU	Ongoing / Presidents' Meeting 2006	2009 Presidents agree project should continue but with focus on benchmarking, not research	Up to \$15,000 (unspent) committed at 2008 Presidents' meeting \$8,508 Cambridge project development in 2006	



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 2: Future IARU Directions: Assessments from Presidents and Senior Officers



2. Future directions for IARU

Prepared by Dr Heather Bell (University of Oxford), March 2010 based on inputs from IARU Presidents and discussions at the 2009 Senior Officers' Meeting

The IARU alliance is now several years old. We recognise that this alliance seems to be more successful than others in which our institutions participate because it is a small group of like-minded universities. This fact of small, exclusive membership has enabled a sense of mutual trust to develop.

We now know a lot more about the different ways that our respective institutions can work together, and about what makes for successful collaboration. In the past 18 months, at two senior officers' meetings and the presidents' meeting, we have reflected on IARU's achievements to date, and on the future directions we might wish to pursue. In Cambridge in April 2009, we developed a classification of IARU's existing activities, as a step toward better managing the portfolio of activities IARU has underway. Through a survey of IARU presidents over the summer and at the Oxford senior officers' meeting in October 2009, we discussed which of these activities should be priorities for the future.

This document is a synthesis of the 2009 discussions. It describes the different types of activities in which the alliance engages, and identifies the main priorities for the near term future among those activities. It is not intended to be a rigid framework. It is intended to help the presidents and senior officers better understand and manage the portfolio of IARU activity. It is also intended as a guide to people currently leading IARU initiatives and to people proposing to start a new IARU initiative. We want them to be clear on the kinds of activities the alliance supports, and outputs expected from these different activities. Indeed, future proposals should specify which category they think they belong to, which will in turn influence the scale of the effort, the budget we allocate, and the output we expect.

A. Context

Our discussions have emphasised the importance of:

- Constantly asking what value IARU brings to an activity or discussion
- Focus, and following through on existing activities
- Tangible outputs
- Remaining flexible and open to ongoing experimentation.

B. IARU Priorities

The survey of IARU presidents over the summer of 2009 and the discussion at the subsequent senior officers' meeting confirmed that there are currently three priorities for the alliance.

I. Global Education Initiatives

Description

These are programmes aimed at enhancing the international experiences and learning of our students, adding value to their university education. Current examples include:

- Global Summer Programme
- Global internships (e.g., sustainability fellowships)
- Bilateral student exchanges
- Joint programmes (e.g., degrees)
- Reciprocal access to student services (e.g., careers)

Associated institutional joint working initiatives (e.g., research-led learning; transforming power of global education).

Global Education Initiatives should be primarily student-facing. We have included associated institutional joint working initiatives here for the sake of thematic coherence only. The standards to which those (non-student-facing) initiatives should be held are described fully in the next section on institutional joint working initiatives.

Future Developments

Within Global Education Initiatives, IARU's focus so far has been primarily on the Global Summer Programme (GSP), which has developed from nothing three years ago into a major success in which all IARU members now participate. Though challenges around funding and credit recognition remain, GSP will continue to be a priority. The alliance will ensure that sufficient resources are allocated to the important GSP coordinating function now played by the IARU secretariat and by the GSP Working Committee, which meets annually. We may wish to consider expansion into summer programmes specifically aimed at graduate students.

But there are other educational initiatives to consider. In addition to the highly successful sustainability fellowships, some IARU members have started offering, at a small scale, summer internships to students from other IARU universities. Such internships seem a promising way of providing students with international experiences and of assisting with graduate recruitment. The alliance needs to decide (and will discuss separately during this meeting) whether it wants to continue in the current mode of experimentation or to make a more concerted, GSP-like effort to expand internship offerings.

IARU should continue to support bilateral student exchanges and joint programmes, and to share information about what helps these initiatives to succeed.

II. Institutional Joint Working

Description

IARU universities share a commitment to research intensity but also bring considerable diversity in terms of size, cultural context, and stage of development in tackling certain institutional issues. This provides a tremendous opportunity for IARU universities to learn from one another.

Institutional joint working has so far focused mainly on groups convening for meetings, which may or may not lead to immediate output or future activity. We think it is important to be clear on the different types of institutional joint working and what the alliance expects from each.

1) Networks, e.g.,

- Presidents
- Senior officers
- PVC/VP Education
- Heads of alumni relations
- Careers advisors
- Directors of summer programmes
- Sustainability officers.

These are specific groups of officers who meet to get to know one another, discuss a wide range of topics, share best practice, and identify possible areas on which they can work together. Networks are typically not narrowly thematically-driven, in contrast to the institutional projects below. When a group proposes establishing a new network, it would be helpful to understand what they are trying to achieve and whether they envision undertaking a joint programme of work. IARU presidents may wish to direct a network to look at a particular set of issues. Where IARU funds a meeting/workshop, a written summary must be produced.

The four most active networks currently are those that meet at least annually to run either the alliance overall or one of its main programmes: presidents, senior officers, directors of summer programmes, and sustainability officers. This reinforces the view that networks are most powerful for IARU when they have real work to do. (We should also note that these examples were not necessarily created as networks, though in practice this is what they are.)

2) Articulation of principles, e.g.,

- Academic freedom
- Value of research-led teaching.

These are topics of importance to each research-intensive university, particularly in justifying our existence (and cost) to government. It may be valuable for the IARU presidents to commission the writing of a joint position on issues that are central to our identity as research-intensive institutions, where the backing of the alliance would be powerful in our discussion with our domestic stakeholders. A minority view at the Cambridge meeting proposed that such principles address political issues. We envisage these as short pieces of work: a 2-5 page paper that could be drafted by the IARU secretariat or a nominated IARU institution, and then discussed during a conference call. A small sum (\$3,000) could be paid to the institution doing the drafting. If a larger scale effort is envisaged – involving people meeting – then we are looking at an institutional project.

IARU has not had a successful initiative in this category so far. Although the alliance funded a workshop on the value of research-led teaching, it did not lead to an articulation of principles.

3) Institutional projects, e.g.,

- Women and men in globalising universities
- Industrial innovation
- Benchmarking HR and corporate services
- Open access publishing.

These projects enable comparison of benchmark data and our respective approaches to these issues at different IARU universities. To start such projects, IARU typically funds day-long workshops that convene representatives of IARU universities and other relevant stakeholders (e.g., corporate sponsors in the case of industrial innovation). Success so far has depended on picking a topic of joint interest, assembling the right people, and ensuring sharp focus. These do not need to become major academic research projects; indeed, experience suggests that they will fail if they do. Given that some of these projects have had a hard time sustaining momentum after an initial meeting, we should be open to the possibility that the project is very short. It may be that one meeting -- in which senior people make contact and exchange views, and which documents its discussion -- is all that is needed.

IARU presidents may in future wish to commission work on a particular topic (e.g., assessment of internationalisation strategies). It is important to be clear on the outputs IARU seeks from the project, from a network of interested people, through a report comparing institutional benchmark data, to a repository of data accessible through the IARU website. At a minimum, any meeting should assemble and circulate all presentations, case studies, and a summary of the discussion. We should consider the possibility that funding beyond meetings may be required to produce the outputs we seek on some topics.

4) Staff development and exchange

Spending time at another university can be an important form of personal and professional development for administrative staff (historically an under-developed population). It exposes

them to new ways of doing things and helps them to build a network of international peers. Such interchange also strengthens the alliance, by increasing our knowledge of one another's universities. On a small scale, we have tried a number of forms of staff placement:

- Co-location, where one IARU university hosts staff from another university, who continue to work for their home university
- Exchange, where a staff member from one IARU university takes a role at another IARU university for a year, and vice versa
- Sabbatical, where a staff member from one IARU university visits another IARU university while on leave from their home job; in all likelihood they would take a role in the host institution, while continuing to be paid by their home institution.
- Like bilateral student exchanges, staff exchange does not need to be mediated formally by the IARU secretariat.

Future Developments

The 2009 Senior Officers' Meeting identified a number of possible topics to consider as future institutional joint working initiatives:

- Value of research-intensive universities to society/national economy
- International strategy
- International students (recruitment, admissions, performance, support)
- Industrial innovation, academic entrepreneurship, and spin-off incubation (already underway).

We suggest that IARU assemble a portfolio of topics that are identified both top-down by presidents and senior officers and bottom-up by staff in our respective institutions. Amid the portfolio of initiatives, IARU presidents may also wish to select 1-2 areas for development in greater depth. From a sustainability perspective, we should be encouraging people to pursue these initiatives through virtual meetings wherever possible.

III. Grand Challenges

Description

These are large undertakings that tackle a grand challenge for universities and for humanity. They should be topics where universities are taking action and where IARU institutions are attempting to lead. So far we have only taken on one grand challenge: sustainability. As a grand challenge, it encompasses a number of the different activities above: a student summer fellowship programme that is one model for global internships (and which this year expands from four to all IARU universities participating); an institutional project on sustainable campuses; and a network of sustainability officers.

Future Developments

We are pleased with the progress made by the sustainability initiative. There are a number of ways in which IARU could consider further strengthening this initiative, including:

- Adding an educational dimension, e.g., jointly developing a web-based educational module for use by all IARU members

- Extending our efforts beyond greenhouse gases, e.g., to water use reduction and trash wastage
- Further engaging with the public policy arena, e.g., making policy statements, hosting another major conference, bringing together experts to engage governments and world organisations.

In terms of other grand challenges: we didn't know that sustainability was a grand challenge when we started activity in this area. The label has emerged after the fact, as activities gained momentum and as Copenhagen in particular spearheaded new initiatives. This organic evolution is a good way to proceed with other possible future grand challenges. Rather than consciously identifying a new grand challenge top down, we should see if another one emerges from existing activities. In the medium term, we would expect IARU's portfolio of activity to include a very small number of grand challenges that are well-executed.

It is important to recognise that there may be movement between the different categories outlined above. A network may decide to articulate a set of principles, which then becomes an institutional project that is so compelling that it flowers into a grand challenge.

C. Other IARU activities

IARU does engage in other activities, but discussions in the past six months have not identified them as standalone priorities.

IV. Major Research Projects

Description

When IARU was created, fostering collaborative academic research on important 21st century topics was its main priority. IARU research projects included:

- Ageing, longevity, and health
- Global security
- Sustainable cities
- Global culture and citizenship.

Support for these projects has typically taken the form of funding for one or more workshops, though in some cases it has included funding for a research officer.

Future Developments

IARU's funding support for these projects is now winding down. It is not our current intention to provide further seed funding for such projects. We are delighted that some of the collaborations are now self-sustaining.

IARU meetings of senior officers and presidents have debated IARU's research activity extensively over the years. At the 2010 senior officers' meeting, we again discussed the absence of academic research from IARU's collective agenda. A minority of participants thought that it is excellent to have initiatives for IARU students and administrators, but strange for an alliance of research-intensive universities to have no proposition to its research-active academics. In a group of universities that are committed to excellence in teaching and research, it seems odd that a group of administrators can receive funding to hold a workshop on service or administrative topics, but a group of academics cannot receive funding for a research meeting.

V. Major events

Description

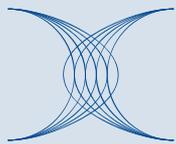
IARU has held only one of these events so far -- the International Scientific Congress on Climate Change -- and it related directly to our grand challenge. It is unclear if a link to a grand challenge should always be required. This is the most outward-looking of IARU activities.

Future Developments

At the 2009 Cambridge presidents' meeting, we proposed that every 2-3 years, IARU contributes a small amount of money, its brand, and the energies of its people to a major event. This event should address an important topic for humanity, where IARU universities are doing important research, and which would attract considerable media interest. (Perhaps energy production should be next.) This was not identified as a priority area by itself in the discussions that ensued during the summer and autumn of 2009. We should decide if it should stay on the list as a separate category or if it should be folded into Grand Challenges.

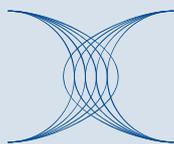
VI. Other Joint Activity

One other type of activity worth noting is joint alumni programmes between two IARU universities. ANU and Yale have undertaken initiatives in this area, with (for example) Yale alumni joining ANU alumni in Australia for a programme of cultural and educational activity. This is not yet a priority activity for the whole alliance, but it is another kind of activity in which we are engaging.



Session 3: Institutional Sharing

- 3.1 Industrial Innovation
 - 3.1.1 The Role of the Modern Research University
 - 3.1.2 Academic Entrepreneurship & Spin-off Incubation
- 3.2 Integrated Services (Benchmarking HR & Corporate Services Performance)
- 3.3 Open Access / Open Cast Publishing
- 3.4 Women and Men in a Globalizing University
- 3.5 Career Development Professionals Network



3.1.1 Industrial Innovation (and the Role of the Modern Research University

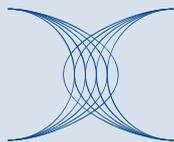
Reporting:	University of Cambridge
Leads:	Mike Gregory (University of Cambridge) Phil Clare (Oxford University)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:		For information only – no further action required
	√	Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Up to USD15,000 (Presidents' Meeting '09) – unspent USD4,800 Cambridge workshop, April '09
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	<p>Senior Officers reported that colleagues found the workshop in April to be thought provoking and useful. Cambridge welcomed new involvement in the leadership of the program. Oxford offered to co-lead this project with Cambridge, with a view to progressing three action points:</p> <ol style="list-style-type: none"> 1. Development of an enhanced interest group 2. Development of a good practice guide 3. Making information available on the website <p>ANU, Copenhagen, Berkeley and ETH Zurich noted the high level of interest in this project, and committed to identifying individuals who would support Oxford and Cambridge.</p>
Presidents' Meeting (April 2009)	<p>The outcomes from the workshop are to be tabled at the Senior Officers Meeting and to start work immediately on the "standard" models of industry collaborations and compile case studies of successful industry partnerships.</p>



3.1.1 Industrial Innovation (and the Role of the Modern Research University)

Progress has been rather slower than intended but following the recommendation of the last IARU Meeting three slightly modified strands of activity have been pursued.

1. There have been detailed discussions with Dr Phil Clare of Oxford University with a view to a slight re-orientation of the Initiative to focus more directly on University- Industry Partnerships and building on the successful Seminar held in Cambridge. The attached papers provide background to this change and a proposal for a Workshop on Open Innovation under the new remit.
2. There has been an initial consultation with Professor Tan Chorh Chuan to explore possibilities for broadening the initiative. Professor Tan has expressed interest in a strand focussing on entrepreneurship and innovation. This might involve sharing of good practices and possibly some exchange of students. We would be very pleased to support NUS in this endeavour as appropriate.
3. A third strand of activity which might be considered under this Initiative is a Seminar on research configurations to support industrial systems innovation. A study currently being undertaken by the IfM to explore practices in different countries might form the basis of such a Seminar if the theme proves to be attractive.
4. We would welcome the Presidents' guidance on the above options.

Background

In spring of 2009, the Institute for Manufacturing hosted a IARU workshop on *The Role of the Modern Research University in Industrial Innovation*. The workshop explored the trends and drivers associated with the evolving nature of industrial R&D; and how these factors influence practices and structures for university-industry engagement. Participants and speakers included senior university officials; academics interested in university strategy for industry collaboration; and leaders of major industry collaborations based on IARU campuses. A range of IARU institutions took part, including: Cambridge, Oxford, Berkeley, ETH Zurich, NUS, and ANU. The workshop focused, in particular, on those opportunities and challenges associated with hosting major industry-university collaborative initiatives on campus. Case studies included high profile examples of such initiatives based at IARU institutions, for example: Berkeley's Intel "Lablet", the Oxford-Man Institute (of Quantitative Finance), and Microsoft Research Cambridge.

The workshop identified a broad set of themes and lessons associated with major on-campus industry-university research initiatives including:

- The need to establish clear criteria for success, measurement of impact and demonstration of value;
- The need to advance understanding of the value to universities (on research, education & practice);
- The need to understand industry-level versus company-level benefits;
- The value of mobilising communities to identify and pursue opportunities for real "Grand challenges"; and
- The broad diversity of potential collaboration models & practices.

Participants expressed significant enthusiasm for events of this type. In particular, colleagues emphasized the following:

- The opportunity to build IARU "interest group" on the theme of innovative models of industry-university collaboration;
- The value of "nuts and bolts" case studies; and
- The value of engaging trusted industry partners.

Future Plans

Reflecting the ideas, enthusiasms and needs expressed at the 2009 workshop, it has been proposed that the IARU Interest Group be developed under the theme of "**Innovation in Industry-University Collaboration**" to reflect more accurately the interests of participants than the original 'Industrial Innovation' theme.

Following the review at the Officers meeting Dr Phil Clare (Oxford University) and Dr Eoin O'Sullivan (Cambridge University) have taken forward outline plans for the next workshop in the series under the heading – "*Open Innovation & the Modern Research University*" – see Appendix. They are now seeking comment and potential participation from IARU members on the specific workshop and on the future development of the theme more generally.

Cambridge University is willing to resource the interest group in the first instance, including support for: event management (& follow-up communications); maintenance of an interest group webpage; and a secretariat/research function to capture identified principles, practices, and models for effective industry-university collaboration.

Eoin O'Sullivan, March 2010

Appendix

IARU Interest Group:

Innovaing Innovation: Exploring New Models of Industr-University Collaboration

Proposed Workshop

*Open Innovation & the Modern Research University:
Implications for University-Industry R&D Collaboration Models & Practice*

Background & Introduction

In an era of increasingly distributed knowledge and innovation, many companies are looking outside their organization for external ideas and/or external paths-to-market in an effort to more effectively capture value from the development of new technologies, business models, products & services. This process of “*open innovation*” – a term originally coined by UC Berkeley Professor, Henry Chesbrough¹ – has significant implications for modern research universities. Within this new paradigm, firms are also re-evaluating how they engage with the scientific discovery and technological development activities of the world’s leading universities.

The IARU institutions and their strategic industrial partners are in the front line of experiments bringing open innovation practices and environments to joint university-industry endeavours. The IARU “Innovating Innovation” interest group offers an ideal opportunity to share experiences, lessons learned, and radically new ideas about the impact of open innovation on industry-university collaboration practices – an opportunity to share insights from those experiments which have been successful (and those which have been less so). In keeping with the broader agenda of the IARU interest group, the purpose of the proposed “Open Innovation” workshop would be to advance understanding of novel research collaboration models, in particular characterising those modes of interaction that best align the objectives, contributions and constraints of all partners.

Workshop themes

The proposed workshop will explore the following themes:

1. How is “open innovation” changing the nature of industry-university relationships? How is OI changing the nature of collaboration practices, IPR and contracts?
2. What is the value of these “open innovation” models to all partners? How can the impact of these new modes of collaboration be measured?
3. What makes an effective open innovation campus? What are the characteristics of an environment that supports an effective culture of open innovation?

Workshop Format

The workshop will bring together academic experts on open innovation with university officials responsible for supporting research collaboration and contracting, leaders of major industry-university initiatives, and industry seniors who oversee “open innovation” engagement with universities. The workshop will provide opportunities to share experiences and practice, as well as open discussion and networking.

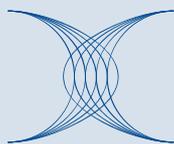
¹ Henry Chesbrough, “*Open Innovation: The New Imperative for Creating and Profiting from Technology*”, Harvard Business School Press (2003)

Building on the successful format of the 2009 workshop, the event would involve the following sessions:

1. **Afternoon case study presentations:** Two university + two industry perspectives, followed by question & answer
2. **Working dinner:** Open & frank discussion and debate on effective open innovation models and practices

Workshop Outputs

1. Workshop presentations available via IARU website
2. “White paper” on effective models, practices & environments for university-industry “Open innovation” collaboration



3.1.2 Industrial Innovation: Academic Entrepreneurship & Spin-off Incubation

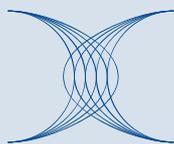
Reporting:	National University of Singapore
Leads:	Lily Chan (National University of Singapore)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
	√	No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	<p>Both the Industrial Innovation project and the proposal for Academic Entrepreneurship will be brought under one umbrella. Senior Officers agreed that further work needed to be done to clarify the aims of this workshop and to ensure the outcomes would be of interest to the specialists likely to be involved. The project might be more valuable as a benchmarking exercise.</p> <p>Lily Chan (NUS) with help from the Secretariat will arrange a virtual discussion with the experts and then reshape the program, or terminate the project if there was insufficient interest.</p>
Presidents' Meeting (April 2009)	<p>Presidents agree that it was an area of interest. NUS was asked to submit a more detailed proposal.</p>



3.2 Integrated Services: Benchmarking HR & Corporate Services Performance

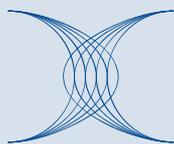
Reporting:	University of Cambridge
Leads:	Indi Seehra (University of Cambridge)

Document type:	√	Progress update
	√	Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	USD10,000

Previous recommendations:

Senior Officers Meeting (October 2009)	Senior Officers agreed the workshop should proceed as proposed and supported the funding request. The workshop should be focused on developing the scope of project (i.e. What areas will be benchmarked and how will this be performed?) Yale, NUS, Copenhagen and ANU expressed their interest in participating. ETH Zurich and Berkeley will consult with Cambridge to discuss the project further before making a commitment to participate.
Presidents' Meeting (April 2009)	Cambridge, NUS, Oxford Yale and Berkeley shared that they are looking into improving the efficiency and effectiveness of their university's administrative services. Cambridge will contact various partners to learn more, and keep the group updated on their findings. This may lead to a proposal for a workshop in the future.



3.2 Integrated Services: Benchmarking HR & Corporate Services Performance

HR and Corporate Services Benchmarking Workshop

At the March 2009 IARU Presidents' meeting, Indi Seehra (Director of Human Resources at the University of Cambridge), presented proposals for the Corporate Administrative Services of the University to move towards a shared services (or integrated services) arrangement.

Broadly this would involve transactional services across corporate functions moving under one line management structure over a period of time, resulting in efficiency savings through process and system improvements, multi-skilling of staff and economies of scale in administrative activities.

One of the key requirements in moving towards Integrated Services is the ability to measure the efficiency gains being realized. In the university sector there is limited data sharing, which is necessary in order to allow measurement and comparison activity such as benchmarking.

Benchmarking of how member universities' Corporate Administrative Services are delivered will benefit the members of the IARU. By comparing performance, each University can learn from the strengths of the group, derived from validated and objective analysis. It would be logical to develop an approach that would benchmark performance in key areas including HR, Finance, IT Systems, and Procurement. Factors to benchmark will be defined, allowing IARU members to agree consistent criteria and could include elements such as productivity, cost, speed, customer service in context of efficiency and effectiveness of operations.

In the October IARU Senior Officers Meeting, the approach to tackling this issue was agreed. Funding for a workshop was agreed – and this is to be held on Wednesday 5 May 2010 in order to determine what and how we should benchmark, and the associated benefits based on discussions. The workshop will cover the following:

- What information should be considered?
 - Provoke thinking based on external best practice and thinking
 - Review current methods of data capture (e.g. Key Performance Indicators, Service Levels Agreements, Management Information and Reporting)
 - What metrics and measurement methods would we choose to adopt?
 - How can we balance quantifiable metrics with behavioral (qualitative) indicators, including the development of capabilities, performance and leadership
- What can we commit to in terms of timeliness and sharing of information?
 - Frequency of benchmarking activity
 - How we calibrate benchmarking measures, taking account of inevitable organizational change

In advance of the event we would distribute a paper demonstrating external perspectives on this subject matter and ask each participant to provide specific input on their current circumstance and what benchmarks are likely to be most relevant to their main stakeholders, including Finance Directors and budget holders.

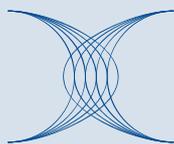
The workshop is to be designed and facilitated by Dr Mohan Guruswamy. Facilitation will be supported by Rebecca McIntosh from the University of Cambridge. In addition the hosts - University of California, Berkeley - will also be actively supporting the delivery content on the day.

Dr Mohan Guruswamy has over two decades of experience in the areas of Strategic Planning and Organizational Development. He has the distinction of being associated with Industry as well as Academics on a continuous basis. His recent roles include working as the Strategy and Business Performance Adviser for the Executive Council of Abu Dhabi. Prior to this he worked for DP World and was responsible for strategic planning & business performance management functions for Ports, Free-Zone and Customs. He specializes in designing, developing and implementing business performance management system with a view to measure, monitor and improve performance. He has successfully implemented similar systems for various organizations including government, commercial, not-for-profit and regulatory bodies. He has also been a visiting faculty member at the University of Wollongong and American University of Sharjah, specializing in strategic planning, operations & supply chain management and human resources management.

Two people from each university are being invited. It is hoped that one individual will have the technical knowledge of MI/data at their University and that a senior member from the support service environment (e.g. HR, Finance, IT etc.) may attend. Alternatively, a senior member who looks after the international work may be appropriate.

The venue costs and Dr Mohan Guruswamy's involvement and travel costs will be funded from the IARU budget. The travel and accommodation costs will be funded by member universities. The workshop costs are likely to be under 10,000 USD.

By 16 April 2010 we will have details of the attendees.



3.3 Open Access/Open Cast Publishing

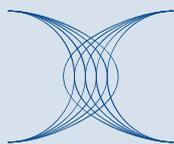
Reporting:	ETH Zurich
Report by:	Arlette Piguet, Rudolf Mumenthaler, Olaf A. Schulte and Rahel Byland (ETH Zurich)

Document type:		Progress update
	√	Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:		For information only – no further action required
	√	Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	USD14,500 (Presidents' Meeting '09)
Funding requested (\$US):	

Previous recommendations:

Senior Officers Meeting (October 2009)	Senior Officers endorsed ETH Zurich's intention to invite non-IARU guests to the upcoming workshop. Oxford commented that the presence at the workshop of funding bodies was very important, and professional societies may also have an interest in attending the workshop. ETH Zurich noted that the scope of this workshop can be broadened to include issues in Open-casting.
Presidents' Meeting (April 2009)	A one and half day workshop will be held on 21 & 22 January 2010. Participants should include university presses. Partners have been invited to provide ETH Zurich with the names of contacts/experts in this area.



3.3 Open Access/Open Cast Publishing

IARU Workshop on Open Access Publishing and Opencast 20–21 January 2010, ETH Zurich, Switzerland

Recommendations and next steps:

Open Access Publishing

1. It is suggested that each IARU partner devises a primary contact person for Open Access issues for liaising with the partner institutions. Contact persons from institutions with well established Open Access policies and practices may also serve as consultants for their colleagues from institutions, where further development is needed.
2. The ‘Green Road’ is currently the chosen Open Access model for most IARU partners, thus efforts should be made to improve and expand this model wherever possible. The IARU network and institutional learning can be used to exchange experiences and best practices for establishing e-repositories where they don’t exist yet and improve the already established ones. It is important that the academics, who are expected to use the repository are included in the development process right from the start to increase their motivation. However, it will have to be understood that there are considerable differences between natural scientists and scientist of the humanities with regard to publication and distinctions have to be made between scientific articles and books or monographies.
3. Open Access policies may have to be established at the universities, where they do not exist yet. Again, IARU partners with established policies can serve for benchmarking and best practices. IARU members should agree on certain minimum Open Access standards like already done by e.g. EUROHORCS.
4. The exchange between IARU member universities and their associated academic publishers has to be strengthened. University presses should develop a sustainable Open Access model that can serve for future orientation. A lack of models was especially observed in the area of social sciences and humanities. In turn, academic publishers should be given preference over large commercial publishers with respect to Open Access wherever possible. A strong alliance over this issue could substantially increase the bargaining power over commercial publishers with respect to negotiation on publication prices for the ‘Golden Road’.

Opencast

1. There is a strong agreement among IARU universities with respect to Opencast being a valuable addition to the Open Access idea. It is therefore desirable that IARU universities sign a declaration committing themselves to the open publication of academic video; a draft of such a declaration was edited during the workshop and can be found in Appendix 1.
2. Academic video should thus become part of existing Open Access policies and integrated into new ones from the start. Video will also have to be integrated in the electronic repositories of the universities to be freely accessible.

Report and Recommendations

Key findings

Status quo

- The cost reduction goal of Open Access has not been reached yet. Costs are shifted from subscribers to authors and are dictated by the publishers.
- The ‘Golden Road’ model (publishing in Open Access journals) still plays a marginal role.
- The role of Open Access differs considerably for the science and technology field compared to humanities and social sciences.
- The key problem of the ‘Green Road’ (self-archiving and publication in institutional repositories) is motivating academics to make their articles available.
- The extension of the Open Access idea to other academic media, especially lecture recordings, seems promising.
- Despite their commitment to Open Access several IARU member universities do not have a policy yet.

Recommendations

- It is suggested that each IARU partner devises a primary contact person for Open Access issues for liaising with the partner institutions.
- Open Access policies may have to be established at partner universities, where they do not exist yet. IARU partners with established policies can serve for benchmarking and best practices. Certain minimal standards should be agreed on.
- Since the ‘Green Road’ is the chosen model for IARU members, universities should be encouraged and supported in the building of institutional repositories and sharing them with their partners as a sustainable way for Open Access. IARU universities could here learn and profit from each other.
- Authors will have to be convinced of the advantages of Open Access, like higher visibility.
- Universities should aspire to closer collaboration with academic publishers and together develop a model for Open Access publishing.
- The Open Access repositories of universities should be extended to other objects such as open video for the sharing of teaching content and open video should be integrated into the open access policies.

IARU Workshop on Open Access Publishing & Opencast, January 2010

Following up on a paper on Open Access Publishing presented at the IARU Senior Officers meeting in autumn 2008, the ETH Zurich International Institutional Affairs Office (IIA) and the 'ETH-Bibliothek' organized a workshop on the topic in Zurich on 21 - 22 January 2010. The workshop was attended by 30 participants from 8 IARU member universities as well as 8 guests from Swiss university libraries. The one and a half day event focused on issues in Open Access publishing as well as Opencast, an Open Access Initiative for academic video. A session with 6 input talks from academia, university publishers and a funding agency was followed by a workshop session on each of the two main topics (Open Access and Opencast) and a group discussion with presentations on common issues and problems. The following report summarizes the most relevant issues discussed and presents suggestions for solutions. A recommendation is included at the end to give an indication how the topic should be followed-up at IARU member universities.

Basic issues from talks and discussion:

Open Access Publishing

The basic idea behind the Open Access movement is to lower the costs for the highly expensive and ever rising licenses for academic journals, and to improve the accessibility of scientific literature for researchers with poor access to libraries. So far at least the cost reduction goal has not yet been reached. Until now, it has not been possible for libraries to cancel even a single subscription.

It is a widespread opinion that scientists are fairly happy with the current publishing model. The peer review process for quality control is highly valued in particular. Despite Open Access journals also offering the peer review procedure, it is perceived as an advantage only offered by commercial journals.

The 'Golden Road' Open Access Model (publication in an Open Access journal) still creates substantial costs for universities, and it so far plays only a marginal role in IARU member institutions. Authors have to pay US\$ 2000-3000 for each article they publish. This contribution cost per article can be decreased with membership of the respective organizations (e.g. Public Library of Science). In certain scientific areas Open Access journals have established themselves and reached high impact factors (e.g. *PLoS Pathogen* in the life sciences).

However, there is a considerable difference between the Science, Technology, and Medicine field (STM) and the social sciences and humanities, where Open Access is not playing a substantial role yet. Even more, Open Access provides no solution for books, which are a main mean of publication and source of income for the social sciences and humanities.

Commercial publishers now use the so-called Hybrid model to offer a possibility for making single articles openly available against a fee paid by the author (Cost: US\$ 2000-3000). This leads to double costs for the universities, since the subscription to the journals still has to be continued. The calculation of price reductions based upon authors' contributions for the respective university is uncommon and would mean a substantial effort.

The publishers currently fix the author fees amount. Since the production costs differ greatly between the journals publishers usually calculate an average fee, which will cover their costs in any case. Should the subscriptions to the classical journals decline due to the Open Access competition, the author contributions for compensation may rise quickly. Publishers currently have the power to raise prices within any publication model.

There will be no cost saving in transferring payment of author contributions from the universities (and their libraries) to funding agencies. There is also some doubt on whether these agencies would be willing to increase research grants with the 2–3% needed for the coverage of publication fees.

The main problem with the ‘Green Road’ model (self-archiving and publication in institutional repositories) is motivating academics to make their articles available in their institution’s repository in addition to publication in a subscription journal. The issue of quality control was also raised and peer review remains of great importance in both the Golden and Green Road models.

All IARU members present at the workshop are currently committed to Open Access in principle, however, not all of them have a policy yet. There seems to be still some need to convince university boards and obtain their full support.

For the current status of IARU Universities’ Open Access policies see Appendix 2.

Opencast

So far, the Open Access movement has been strongly supported by the libraries and concentrated on the publication of scientific articles. The Berlin Declaration in contrast, mentions other objects (multimedia material, research data), however, these are rarely integrated into the policies of universities. The extension of the Open Access idea to other academic media, especially lecture recordings, seems promising. With podcasts or streaming videos institutions can reach out to a totally new target groups in disseminating their video content according to the Open Access paradigm. Several IARU partners are already exploiting these opportunities as members of the Opencast Community. Its goal is to collaborate towards open alternatives to commercial platforms like iTunesU (<http://www.apple.com/education/itunes-u>) or YouTube EDU (<http://www.youtube.com/education>) - fully aligned with the Open Access idea.

Suggestions for solutions:

Open Access Publishing

During the workshop the problems of motivating authors for Open Access were discussed. The group saw an urgent need for action in this area but also limited chances for success. Authors will have to be convinced of the advantages of Open Access, including most of all the increased visibility of their articles.

The main advantages are:

Global Accessibility: Institutional repositories are globally accessible and searchable due to their open standards and interfaces. For example, on average the articles in the ETH E-Collection repository (<http://e-collection.ethbib.ethz.ch/>) were accessed 1.2 million times annually in the last years.

Storage: The repositories also offer secure long-term storage of publications. The storage burden is thus taken off the academics by a service of the institution.

The combination of a repository with the official database of the publication output of a university (used for example in annual reports) is very attractive and creates added value for scientists. However the submission of articles to an electronic repository has to be as simple and efficient as possible for the academics.

The workshop also discussed the cooperation of different players in the market. In particular academic publishers, which were present with several representatives of university presses, could be useful partners of universities in the Open Access publication of journals and also e-books. Closer collaboration with university presses thus appeared as a common goal of the IARU partners present at the workshop, and the development of a joint model for Open Access is a priority. It was generally believed that academic publishers could lead the way to a successful implementation of Open Access.

Opencast

While copyright issues arise in this domain also, the Creative Commons license (<http://creativecommons.org/>) offers a framework to solve most of these. Here, the Opencast idea can benefit from experience the Open Access movement has, e.g. from managing image repositories.

Accordingly, the Open Access policies of universities should be extended explicitly to academic video. In addition, teaching material and raw research data in the sciences should be made available in accordance with the Open Access idea.

Appendix 1:

Declaration on Open Academic Video

‘Academic video, whether from lectures, conferences or research workshops, is particularly immediate: through use of emerging easy-to-use technologies, it can be produced and distributed rapidly, at large scales and affordable cost. The sharing of academic video in accordance with the spirit of the Berlin Declaration on Open Access therefore has the potential to enable unprecedented access to teaching and research resources.

This matches the goals we hold as institutions to create, disseminate, and preserve knowledge for the academic community and society – irrespective of economic means and technological infrastructure. Open academic video therefore provides institutions with an efficient means to work towards their mission.

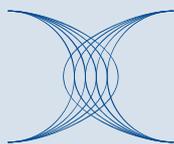
We therefore believe it is imperative that academic video is being dealt with in the spirit of the Berlin Declaration, thus reiterating its relevance to the free exchange of knowledge.’

Appendix 2:

Open Access policies at IARU Universities University	Policy Status
University of Tokyo (UT)	The University of Tokyo has not established an Open Access Policy yet, but a number of departments encourage doctoral students to deposit their electronic theses in the UT Repository.
Australian National University (ANU)	ANU is about to implement an Intellectual Property Policy which mentions Open Access, and in the process of developing a Code of Conduct, which will address procedures and functionality of ANU's repository and Open Access in general.
University of Copenhagen	The University of Copenhagen has not yet adopted an OA policy, but is expected to do so when, later this year, the Ministry of Science, Technology, and Innovation has published its recommendations for the implementations of OA in Denmark
ETH Zurich	<p>ETH Zurich signed the Berlin Declaration and in July 2008 the Executive Board of ETH Zurich adopted their Open Access policy, in which they ask all academics to become actively involved in implementing it. The Open Access policy is published at ROARMAP (Registry of Open Access Repository Material Archiving Policies): the registry of Open Access policies from individual organizations.</p> <p>The text of the policy states:</p> <p>ETH Zurich requires of staff and postgraduate students to post electronic copies of any research papers that have been accepted for publication in a peer-reviewed journal (post-prints), theses and other scientific research output (monographs, reports, proceedings, videos etc.), to be made freely available as soon as possible into the institutional repository "ETH E-Collection", if there are no legal objections. The ETH Zürich expects authors where possible, to retain their copyright. For detailed information see the rules of the ETH E-Collection.</p> <p>ETH encourages their researchers to publish in a suitable Open Access Journal where one exists; the ETH Zürich will cover the publication costs, if any.</p> <p>The ETH library is the contact for all questions regarding Open Access</p>
University of Cambridge	The University of Cambridge maintains an institutional repository called DSpace@Cambridge . University staff are encouraged to use this resource both to meet the specific requirements of funding bodies and to deposit any other research material that staff choose to make available through open access.

Open Access Workshop Participant List

Name	First name	Position	Institution
Alenius	Marianne	Managing Director	Museum Tusulanum Press Copenhagen
Blatter	Gaby	Scientific Coordinator International Institutional Affairs	ETH Zurich
Boutellier	Roman	Vice-President	ETH Zurich
Byland	Rahel	Scientific Coordinator International Institutional Affairs	ETH Zurich
Cotta Schonberg	Michael	University Librarian Royal Library	Royal Library Copenhagen
Damsgaard Olsen	Thorkil	Senior Advisor Rector's Office	University of Copenhagen
Dorch	Bertil	Head of Section	Royal Library Copenhagen
Ehrenfels	Roland	Sales and Marketing Director for Oxford Journals at Oxford University Press	Oxford University Press
Eichler	Ralph	President	ETH Zurich
Fuhrer	Christian	Coordination Open Access	University of Zurich Main Library
Geiger	Simon	Verantwortlicher E-Media Fachreferent Naturwissenschaften	University Library Basel
Hagner	Michael	Professor for Science Studies	ETH Zurich
Hagström	Anders	Director International Educational Affairs	ETH Zurich
Hassler	Bjoern	Centre for Applied Research in Educational Technologies (CARET)	Cambridge
Imboden	Dieter	President of the Research Council	Swiss National Science Foundation
Jeker	Fabian	Dossierverantwortlicher Open Access	Swiss National Science Foundation
Kingsley	Danielle	Manager, Scholarly Communications and ePublishing at ANU	Australian National University
Leuthold	Margrit	Director International Institutional Affairs	ETH Zurich
Little	Peter	Director of Life Sciences Institute and Research Director of Office of Deputy President	National University of Singapore
Lutterer	Wolfram	Leiter Bereich Universität Fak. I&II Verantwortlicher Elektronische Medien	Central University Library Luzern
McKendrick	Ewan	Pro-Vice Chancellor	University of Oxford
Morgan	Peter	University Library	Cambridge
Mumenthaler	Rudolf	ETH Library	ETH Library
Neubauer	Wolfram	Head of ETH Library	ETH Library
Ojiri	Koichi	Director, Information Processing and Managing Division, University Library	University of Tokyo
Pfister	Roger	Leiter Dienststelle Forschungsförderung	University of Fribourg
Piguet	Ariette	ETH Library	ETH Library
Saigo	Kazuhiko	Department of Chemistry and Biotechnology former Director of Library	University of Tokyo
Schmitt	Gerhard	Senior Vice-President International Affairs	ETH Zurich
Schulte	Olaf	Open Cast Matterhorn	ETH Zurich
Sebastiao	Regula	Responsible for Electronic Resources	BCU Fribourg
Stanton	Robin	Vice Chancellor	Australian National University
Swanson	Gavin	Cambridge University Press	Cambridge
Weigel	Ulrich	University Librarian	University of St. Gallen
Whitey	Lynne	Director	University of California Press
YAP Swee Beng	Sylvia	NUS University Librarian	National University of Singapore



3.4 Women and Men in a Globalising University

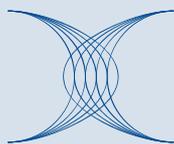
Reporting:	University of Cambridge
Leads:	Kate Pretty (University of Cambridge)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
	√	No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Up to USD15,000 (Presidents' Meeting '08) - unspent USD8,500 for project development (Presidents' Meeting '06)
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	<p>Senior Officers agreed to restart this project with a clear focus on benchmarking and information sharing as key objectives. Copenhagen, ETH Zurich, Todai, NUS and Cambridge indicated a strong interest in being involved. Kate Pretty (Cambridge) offered to take the lead in this project with assistance from Felicity Cooke (Oxford), noting that work would commence after January 2010, once Kate's commitments as Pro-Vice Chancellor end.</p> <p>First steps would likely include the development of a framework for benchmarking, and that the focus for moving forward would not necessarily involve the convening of a workshop, but rather the launch of a coordinated approach to institutional research. It recommended the funding approved for workshop- related activity be redirected to support this initiative.</p>
Presidents' Meeting (April 2009)	<p>Todai and Cambridge requested the Women and Men in a Globalising University project be kept on the IARU agenda. It was agreed the project should continue but with a focus on benchmarking, not research. Cambridge will consider how to reinvigorate the project.</p>



3.5 Career Development Professionals Network (A Guide to Academic Careers in IARU)

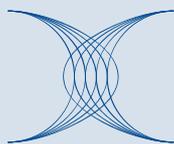
Reporting:	Australian National University
Leads:	Kate Gemmell (Australia National University)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	USD3,000 Careers Workshop, NUS July'08
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	While some saw value in the proposal, others noted that the proposal did not strictly address the reciprocal access issue. The view of the meeting was that a guide should be developed but that it be web-based (not hardcopy) and open access (not restricted). ANU was asked to circulate its proposed template to the other partners to use as a guide to the information to be provided. The Secretariat was asked to assist with the coordination.
Presidents' Meeting (April 2009)	The Presidents asked that the network bring a proposal for a pilot on reciprocal access to careers services involving two or more IARU universities to the Senior Officers Meeting. The Careers Guide is in principle a good one and is an opportunity for the network to start real work together. The decision to fund the guide will be deferred to the Senior Officers, and is contingent on the reciprocal access proposal.



3.5 Career Development Professionals Network A Guide to Academic Careers in IARU - Project Update

Background rationale

The focus of IARU member institutions is increasingly on recruiting and retaining future academic leaders, at a time when many countries are facing looming academic shortages. With this in mind, the IARU Career Development Professionals Network, following a meeting at NUS in 2008, recognised the need to add value to this process.

The purpose of A Guide to Academic Careers in IARU will be to equip graduating PhDs and post-docs with practical advice on living, working and, in particular, winning academic positions in IARU countries.

The publication will feature general cultural information on living and working in those countries, but will also detail information on how best to master the application and selection process in each of the IARU institutions.

The Career Development Professionals Network recognised a need to assist students to maximise the value of their degrees and make a smooth transition into the competitive international academic arena.

By addressing the cultural nuances inherent in the process of entering academia in each country, and indeed, each institution, the guide will encourage and enable early career academics to:

1. think globally in terms of their career choices, and
2. fully capitalise on the value of their academic credentials by considering how best to market them internationally.

Production of the guide – the next step

The ANU Student employment and Career Development Centre will take a leadership role in devising a template for the capture of country specific information. Once produced, this template will be circulated to IARU members for amendment and modification. Following this consultation process, ANU will then edit, produce and circulate the guide in both hard copy and electronic formats to all IARU members.

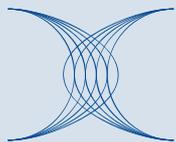
In response to feedback from the last IARU senior officers meeting, the resource will be web based to facilitate reciprocal access to IARU career development resources.

Timeframe

Production and distribution to be completed by end of 2010.

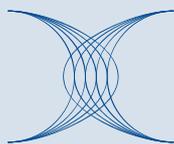
Funding

The project will be funded by ANU.



Session 4: Global Education Initiatives

- 4.1 Global Summer Program
- 4.2 Global Internship Program
- 4.3 Transforming Power of Global Education



4.1 Global Summer Program

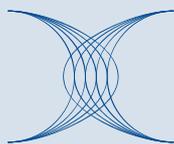
Reporting:	Secretariat
Leads:	IARU GSP Coordinators

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:	√	For information only – no further action required
	√	Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Up to USD10,000 GSP Meeting, Cambridge, Sep' 10 - unspent USD100 000 GSP Grants, Mar' 10 USD4,285 GSP Meeting, Oxford, Sep' 09 USD3,500 GSP Meeting, Antwerp Sep' 08 USD2,500 GSP Workshop, Cambridge Feb' 08
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	<p>Senior Officers endorsed the redrafted GSP Aims, Descriptions and Principles, noting the importance for future courses to align as closely as possible with the GSP principles. The Working Committee's efforts to develop a rigorous and regular evaluation process, including at some stage in the future a pedagogical review of the program, were noted.</p> <p>USD10,000 for GSP scholarships was set aside for each university from the IARU annual membership fees for 2010. The GSP website will also be revamped under the broader GSP website redevelopment. GSP will continue to be the centrepiece of a suite of programs that would continue to be developed under the category of Global Education Initiatives (including internships).</p>
Presidents' Meeting (April 2009)	<p>The Presidents agreed the GSP has proven successful. Senior Officer Meeting to set directions. GSP working group to draft a statement about the value of the IARU GSP 'brand'. Explore developing networks between students outside GSP session times.</p>



4.1 Global Summer Program

GSP Working Committee Report

The 2009 IARU Global Summer Program Working Committee met in Oxford on 14-15 September. The group reviewed the 2009 IARU GSP and identified recommendations for the further development of the 2010 GSP. The Senior Officer Meeting endorsed the following recommendations:

1. Senior Officers put forward a recommendation to Presidents, seeking each President demonstrate their commitment to the GSP by providing some financial support to courses run by their own university; and supporting, where possible, students participating in partner GSP Courses;

The Chair also requested the Secretariat identify what level of central funding could be made available for GSP scholarship funds (with a view to these funds being available for the 2010 GSP). The Secretariat in consultation with the Chair and the Senior Officers allocated USD 100 000 from central funds for partners specifically for GSP development (funding proposed USD 10 000 per IARU partner). These transfers were completed 22 March 2010.

2. IARU central funding be allocated to redesign the GSP website with a focus on improving aesthetic appearance and functionality;

It was recommended IARU central funding be made available to redesign the GSP website, as part of a broader renewal of the IARU website.

3. Senior Officers develop guidelines for the approval process for use of the IARU logo;

Senior Officers agreed to the following approach for the use of the IARU logo for IARU related programs, including the GSP: If the initiative is part of IARU's suite of activities (eg. Campus Sustainability, GSP etc.), partners could use the logo at their own discretion. If an initiative proposed was outside these main activities, the Secretariat would be consulted. The Secretariat may provide advice or defer to the Chair who would consult as appropriate.

4. Senior Officers explore the conceptual 'location' of the GSP as one element of a suite of IARU global education initiatives, including Sustainability Fellowships and Internships

It was agreed to conceptually locate the Global Summer Program as the centre piece of a suite of programs that would continue to be developed under the category of Global Education Initiatives (including internships).

The GSP Working Committee redrafted the suite of strategic documents that underpin the GSP:

1. IARU GSP Aims
2. IARU GSP Description (Formerly titled IARU GSP Mission Statement)
3. IARU GSP Principles

Senior Officers endorsed these documents, noting the importance for future courses to align as closely as possible with the GSP principles. Senior officers wished to highlight especially the following Principles to make the GSP more distinctive and coherent:

- Principle 3. GSP courses enable students to address critical issues in global perspective
- Principle 4. GSP courses highlight the particular strengths of the host institution
- Principle 7. Students on GSP have a distinct, IARU –specific experience.

This comes either from:

- An entire course created specifically for GSP or
 - Significant GSP-specific academic and social programming added to a more general summer program.
- Principle 8. GSP courses have between 10 and 25 students enrolled
 - Principle 9. GSP students are from IARU universities. Ideally 80% of seats are reserved for IARU students.
 - Principle 11. GSP Students, including those from the host university, live on campus, are housed together, and integrate into campus life.

These strategic documents now read as follows:

IARU GSP Aims

The IARU Global Summer Program aims to:

1. Enable students to develop a global perspective
2. Provide students with an intensive summer learning experience
3. Strengthen the ties between the member institutions of the International Alliance of Research Universities.

IARU GSP Description

What is the IARU Global Summer Program?

The Global Summer Program is an educational initiative undertaken as part of the collaboration among a group of leading research universities (IARU). IARU members are committed to the internationalization of their campuses and the preparation of their students to be global leaders. Faculty on each campus teach intensive summer courses designed for students drawn from member institutions. Learning together in the classroom, these students form an international community of young scholars who also learn from and about each other.

The unique experience for students

Students participating in the GSP will:

Address critical issues in global perspective. GSP courses enable students to do this in a variety of ways:

- Taking a multidisciplinary approach to the subject of study
- Focusing on major challenges of the 21st century
- Exposing students to fields outside their core disciplines of study and/or
- Explicitly using the multinational, multicultural nature of the student group to help students move beyond a national perspective
- All GSP courses highlight the particular strengths of the host university

Work with outstanding peers from around the globe. GSP students are talented, motivated people at some of the world's top universities, the members of the International Alliance of Research Universities: Yale, Oxford, Cambridge, ANU, Berkeley, NUS, Copenhagen, Tokyo, Peking, and ETH.

Learn intensively at a foreign university. GSP consists of residential, multi-week summer courses at IARU member universities. Days are full. Students will be immersed in learning, in a variety of settings settings, formal and informal: from lectures and classes to tutorials and field visits, from student panels and debates to intense discussions over breakfast. Students also participate in social activities.

Learn from top researchers. All IARU universities are research-intensive. GSP is specifically designed to give students exposure to research-led learning. GSP professors are both leading researchers and teachers. Students will enhance their research skills by: conducting independent library-based research and writing papers; conducting field-based observation; and participating in team research projects.

IARU Global Summer Program Principles

The following principles are ideals. Variance may be necessary or even desirable, but should be justified as such on a case-by-case basis, with the goal to achieve most of the principles in practice.

1. GSP courses are intensive and taught to rigorous standards. All students receive a grade. Students may not audit GSP courses.
2. GSP course curricula are based on research-led learning and overseen by regular faculty of an IARU university, drawing on relevant experts as appropriate. Involving faculty from multiple IARU universities in the design and delivery of GSP courses is encouraged.
3. GSP courses enable students to address critical issues in global perspective. This happens in a variety of ways:
 - Taking a multidisciplinary approach to the subject of study
 - Focusing on major challenges of the 21st century

- Exposing students to fields outside their core disciplines of study and/or
 - Explicitly using the multinational, multicultural nature of the student group to help students move beyond a national perspective.
4. GSP courses highlight the particular strengths of the host institution.
 5. GSP courses are assessed by students and faculty at host institutions and reviewed by the GSP Working Committee on an annual basis. This includes an assessment of academic rigor and achievement of desired learning outcomes.
 6. GSP courses are taught in English ordinarily, unless teaching in another language serves an important academic purpose.
 7. Students on GSP have a distinct, IARU-specific experience. This comes either from:
 - An entire course created specifically for GSP or
 - Significant GSP-specific academic and social programming added to a more general summer programme.
 8. GSP courses have between 10 and 25 students enrolled.
 9. GSP students are from IARU universities. Ideally 80% of seats are reserved for IARU students. Additional seats are allocated to partners from other leading universities at the hosts' discretion.
 10. GSP students have full access to all university resources during their study, especially libraries, computer labs, and facilities available to other students.
 11. GSP students, including those from the host university, live on campus, are housed together, and integrate into campus life. GSP encourages access to and learning about local cultures.
 12. GSP costs are minimized for students as much as possible, both by sending institutions providing aid as well as hosting institutions minimizing tuition and other costs.
 13. GSP applications are standardized, relatively un-bureaucratic, and easily accessible.

[Note: both 3 and 4 are mentioned in the Global Summer Program description. They are reiterated here because of their importance to course design.]

2010 Global Summer Program snapshot

In line with IARU GSP Working Committee discussions, there has been an increased focus on creating a stronger brand for the IARU GSP and a more strategic approach to promoting the Program.

This has been implemented by:

- Individual courses promoted as part of an overall GSP suite rather than an ad-hoc grouping of courses being offered among the IARU partners
- Students used one application form and all course profiles were standardised, creating a clear IARU brand
- The GSP section of the IARU website has been redesigned with an aim of improving its aesthetic appearance and functionality
- An increased amount of information has been made available on the IARU GSP section rather than redirecting students to partner websites
- The Secretariat has developed a set of publications (Poster, flyer and online brochure), all with a consistent message and design
- The Working Committee reviewed the previous years processes and has implemented a number of changes to further streamline (and simplify for the students) the GSP application, nomination and acceptance process.

16 courses have been offered as part of the 2010 GSP. All 10 universities will host at least one program.

The GSP experience is becoming highly competitive for students at IARU partners. Over 1000 students across the IARU partners applied to their home university to be nominated for the program.

Student mobility has been enhanced by the USD 10 000 grants although it may not be feasible to provide central funding to that extent annually.

IARU Global Summer Program Snapshot (as at April 2010)

1. Applications received at Sending Universities

COURSE	ANU	ETH Zurich	NUS	Peking	UC Berkeley	Cambridge	Copenhagen	Oxford	Tokyo	TOTAL
ANU1	8	5	44	0	8	1	1	9	3	80
ETH1	4		30	0	1	0	0	0	2	38
NUS1	21	5	11	4	3	10	1*	0	2	58
NUS2	16	0	7	0	0	0	0*	1	0	36
PKU1	18	0	25		5	1	3	6	2	61
PKU2	11	0			4	0	2	6	1	25
UCB1	28	0	15	5		3	5	4	5	65
CAM1	59	0	28	2	4		2	2	4	103
COP1	13	0	20	2	2	1		3	1	42
COP2	9	0	13	3	3	0		8	0	37
COP3	7	2	19	6	2	0		0	8	44
OXF1	52	1	26	3	2	0	3	1	6	96
TOK1	14	4	50	0	5	1	1	9		85
TOK2	16	4	33	0	5	6	5	9		78
TOK3	25	2	41	1	6	4	3	8		91
YAL1	56	3	31	6	7	7	5	6	4	126
TOTAL	357	26	393	32	57	34	30	72	38	1065

*Copenhagen department for Asian Studies is involved in these NUS courses.

They will send around 12 students in total to the two courses in addition to the one student nominated.

2. Nominations forwarded to host universities

COURSE	ANU	ETH Zurich	NUS	Peking	UC Berkeley	Cambridge	Copenhagen	Oxford	Tokyo	Yale	TOTAL
ANU1	6	3	3	0	4	1	1	2	2	1	23
ETH1	2		3	0	0	0	0	0	0	0	5
NUS1	2	2		3	3	6	1*	0	2	2	20
NUS2	2	0		0	0	0	0*	1	0	12	15
PKU1	2	0	2		4	0	2	2	1	1	14
PKU2	2	0			3	0	1	2	1	1	10
UCB1	2	0	4	2		3	3	3	3	0	20
CAM1	2	0	3	1	3		2	2	2	2	17
COP1	2	0	4	2	2	0		2	1	0	13
COP2	2	0	0	2	2	0		2	1	1	10
COP3	2	1	3	2	2	0		0	3	0	13
OXF1	2	1	3	1	3	0	2	1	2	2	17
TOK1	1	3	2	0	2	0	0	2		1	11
TOK2	1	2	2	0	2	2	2	3		0	14
TOK3	1	1	1	1	2	2	2	3		0	13
YAL1	2	3	3	2	1	3	4	2	2		22
TOTAL	33	16	33	16	33	17	19	27	20	23	237

*Copenhagen department for Asian Studies is involved in these NUS courses.

They will send around 12 students in total to the two courses in addition to the one student nominated.

Financial support for GSP students in 2010

University	Incoming students	Outgoing students
ANU	Tuition scholarship to all incoming IARU partner students	<p>All students selected to participate in a GSP course at an IARU partner will receive financial support from ANU, in the form of:</p> <ul style="list-style-type: none"> • tuition fees (where they apply); • accommodation costs (at the rate advertised by the host university); • field study costs (at the rate advertised by the host university);and • contribution towards return airfare as per following: Students travelling to Europe or the US: A\$2,500 Students travelling to Asia: A\$1,500
ETH Zurich	Tuition fee waived for all students from IARU partner universities	<p>Eligible students, who have not been offered a scholarship by the hosting university, receive a scholarship towards their travel and accommodation costs (max CHF 2000 per student).</p> <p>The scholarships will be covered by the USD 10,000 IARU fee reduction + approx. 14'000 other ETH grant funds</p>
NUS	<p>Waiver of tuition fees</p> <p>2 scholarships per IARU partner for airfare and accommodation</p>	Limited number of travel grants for NUS students – S\$750 for students going to Asia/ Australia and S\$1,200 for students going to Europe/ US.
Peking	<p>The 400RMB application fee is waived;</p> <p>Special cultural activities will be arranged for IARU participants (1000 USD)</p>	No support
UC Berkeley	We are looking into the possibility of using the IARU carry-over funds to help defray housing costs for incoming students. We also plan to use the funds for extra-curricular programming and community building activities (reception, group dinners, field trips) for incoming GSP students.	<p>There are some carry-over IARU funds from last year. Whether anything and how much will be available for GSP remains to be determined.</p> <p>If available and accessible, we plan to use those funds for scholarships for Berkeley students.</p>

University	Incoming students	Outgoing students
Cambridge	No support	No support
Copenhagen	Incoming students are given free tuition	The University of Copenhagen provides a scholarship of DKK 5,000 for each outgoing student. If all nominated students (around 32) are accepted, this amounts to DKK 160,000 (USD 30,000)
Oxford	No support available in addition to the USD 10,000 GSP grant	TBA.
Todai	<p>The University of Tokyo will cover the following expenses:</p> <p>Half the accommodation expense for the period of the course (however, if the student is taking more than two courses with a gap in between, the full expense will be borne by his/herself for the period)</p> <ul style="list-style-type: none"> • study visit (field trip) fees • other events such as student exchange parties • textbooks and other fees for the Japanese Language course (excluding tuition) 	The University of Tokyo is planning to contribute to the necessary expenses borne by students to participate in the program (tuition, accommodation, etc.). The amount is still under consideration.
Yale	Yale provides two tuition scholarships per university to students who wish to attend Yale's GSP course in the summer. Each tuition scholarship is \$2,750 USD, the cost of the tuition for the course. In total, Yale Summer Session provides \$55,000 USD in tuition scholarships for the GSP	Students on financial aid are eligible to use the International Summer Award (ISA) for any GSP program outside of the United States that is over 4 weeks in length. Yale students can use the ISA once during either the summer after their freshman, sophomore or junior year. The ISA covers a percentage of the total cost of the program. The percentage is based on the percentage of financial aid the student receives during the academic year.

Proposed use of the IARU GSP grant in 2010

ANU	<p>A contribution towards grants to outgoing students such as assistance with airfares, accommodation costs at host universities.</p> <p>Support for the costs of running the ANU GSP course including sponsored meals, transfers and organised welcome events for incoming students.</p>
ETH Zurich	<p>Contribution towards grants to outgoing student travel and accommodation costs.</p>
NUS	<p>Co-funding of the scholarships for incoming students</p>
Peking	<p>Outgoing (USD 6000): Funding available through competition. Post GSP students will submit reports on their experiences (including video reports) and their academic transcripts.</p> <p>Incoming (USD 4000): Teaching assistants will be recruited for IARU GSP courses.</p> <p>Promotional materials before GSP and the wrap-up afterwards, including reports, booklets, website, GSP alumni meetings etc.</p>
UC Berkeley	<p>If no carry over funds are available for GSP, we will have to rely on the \$10,000 allocation (which is the only funds that have been earmarked for GSP) for scholarships to support Berkeley student participation</p> <p>Community building activities for incoming students and hopefully to help defray some housing costs for incoming students.</p> <p>Because there is no assurance that future allocations will be made for GSP, we will also set aside a small portion for course and program development, and for student support for 2011</p>
Cambridge	<p>Support for our outgoing students such as assistance with airfares, accommodation costs at host universities</p>
Copenhagen	<p>A contribution towards grants to outgoing students such as assistance with airfares, accommodation costs at host universities</p>

Oxford	<p>Support available for students that we feel will benefit most from the course (need the money to travel and/or pay course fees) and are going to contribute the most to their chosen courses.</p> <p>There will be 10 £1,000 bursary awards for incoming students.</p>
Todai	<p>Scholarships for incoming students and defraying course costs etc</p> <p>NOTE: 5% of overhead has been deducted from the amount of USD 10,000 due to the regulation within the University of Tokyo.</p>
Yale	<p>The 10,000 USD will be used towards tuition scholarship for the GSP course at Yale.</p>

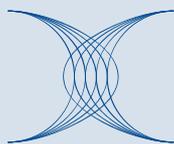
2009 IARU GSP Course Snapshot

	Course	Timing	Course Length (DAYS)	Tuition Fee (USD)	Accom. Fee (USD)	Field Trip Fee (USD)	Total (USD)	IARU Participants	Non-IARU Participants	IARU Teaching staff from outside host university
ANU1	International Environmental Policy	30 June – 17 July	18	-	851	362	1213	11	-	1
ETH1	Information Architecture - Reconstruct the Future	15 -26 June	12	-	599	345	944	12	4	-
NUS1	Asia Now!	29 June – 24 July	26	-	272	-	272	47	2	-
NUS2	South East Asia in Context	22 June – 24 July	33	2063	550	1719	4332	41	-	1
PKU1	Chinese Economy: Reforms & Challenges;	29 June – 10 July	12	1465	527	-	1992	7	13	-
PKU2	Local Traditions and Chinese Society	29 June – 20 July	22					7	26	-
UCB1	Global Narratives by and about Asian Americans	6 July – 14 August	40	2153	1820	-	3973	5	5	-
UCB2	The Looming Crisis: Food Scarcity, Environmental Degradation and Poverty in the Century of Human Security	27 July – 14 August	19	1845	1385	-	3230	7	19	-
UCB3	Building Global Peace: Critical Analysis and Constructive Practice	27 July – 14 August	19	1845	1385	-	3230	13	6	-

2009 IARU GSP Course Snapshot continued

Course	Timing	Course Length (DAYS)	Tuition Fee (USD)	Accom. Fee (USD)	Field Trip Fee (USD)	Total (USD)	IARU Participants	Non-IARU Participants	IARU Teaching staff from outside host university
CAM1	5 July – 1 August	27	2594	2544	-	5138	16	-	-
COP1	17 – 21 August	5	-	283	-	283	CANCELLED		
COP2	3 August – 13 August	11	-	472	-	472	22	-	5
OXF1	6 July – 30 July	25	1511	3676	-	5187	15	-	-
TOK1	15 – 26 June	12	232	600	-	832	64	-	-
TOK2	1 – 9 July	9	232	450	-	682	20	-	-
	15 – 26 June	12	232	-	-	232	9	-	-
YAL1	29 June – 30 July	32	-	2053	-	2053	19	-	-
TOTALS							306	69	7

NOTE: USD amounts are based on an interbank conversion rate as at 30 June 2009



4.2 Global Internship Program

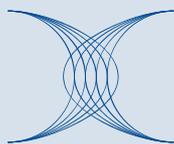
Reporting:	University of Oxford
Leads:	Heather Bell (University of Oxford) Denise Chua (National University of Singapore)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:		For information only – no further action required
	√	Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	<p>The Senior Officers agreed all members would support the internship program by identifying possible internship opportunities at their own universities for the 2010 Summer Internship Program; and regardless of their ability to offer internship opportunities the program would be actively promoted to their students.</p> <p>Oxford and NUS expressed strong interest in providing internship opportunities in 2010, and hoped that a longer lead time on promotion would generate a greater number of applicants.</p> <p>4 Summer Internships were advertised in 2009, 1 through Oxford, and 3 through NUS. Only the museum placement at NUS took place, involving a student from UC Berkeley. Feedback from the student and staff was very positive.</p>
Presidents' Meeting (April 2009)	<p>NUS and Oxford are piloting a summer internship program. Both universities will share their experiences (regarding visas, insurance, timing, applications, quality of students) with other partners who may wish to participate in 2010. It was noted this is an employment initiative and therefore course credit is not an issue.</p>



4.2 Global Internship Program

Background and Objectives

As the Global Summer Program has grown in size and popularity, senior officers have discussed whether there are other summer opportunities that IARU should be pursuing for its students. Internships are a topic to which we regularly return. Many of our institutions already run extensive domestic and/or international internship programs. IARU sustainability fellowships have been highly successful. Could we extend some of these programs and create another tie between IARU institutions?

The aim of IARU summer internships is to provide IARU students with the opportunity to gain valuable international work experience by tackling a project at another IARU university. Internships can take a broad range of forms. Students can take on an administrative placement in university offices (e.g. international affairs, alumni relations, student administration) or a research placement within academic departments (e.g. research placement in a lab, research assistant to humanities or social sciences professor). Such internships provide students with real world work experience; the opportunity to live and work in a foreign country; and another link between IARU institutions. To the extent that they are research placements, they may assist the host institution with graduate student recruitment.

In previous IARU discussions of internships – at the Global Summer Program Working Group and at the Senior Officers' Meeting – there has been general agreement that internships seem like a good idea. They are particularly attractive for universities such as Oxford that do not grant credit for study abroad and which have had difficulty in interesting students in summer study. As NUS and Oxford have been keen on the idea of internships, we have pressed ahead. This paper provides a short overview of where we have gotten to for the summer of 2010.

Issues and Next Steps

Clearly we are at a very early stage in the development of IARU internships. The numbers of opportunities are tiny. There is also still drop-off between the opportunities offered and the places filled: NUS had 5 opportunities for this summer, but will only host 3 interns. Both the sustainability fellowship and GSP have grown – and grown rapidly – because we had a critical mass of senior people at IARU institutions committed to seeing how this could work. Should IARU be trying to do the same for internships? We (NUS and Oxford) are reluctant to be too rigid about numbers, structure, or level of financial support: you can see that even with the handful of opportunities on offer here, our institutions have taken quite different approaches. On the other hand, part of the way that the sustainability fellowships and GSP have grown is by having guidelines for participation, and for pushing one another on things like financial support.

As we have learned with GSP, timing is critical. Opportunities that begin at the end of May are still in term for Oxford and Cambridge students; opportunities that begin at the end of June may

be too late for students who need to be back on campus in late August. ANU students would best visit in the December-February timeframe, though housing (and focused supervisors) may be harder to come by then at some universities.

We would be interested in presidents' feedback on the idea of developing internships. In particular, do we want this to continue to evolve in a bottom-up way? Or do we want to charge the Global Summer Programme Working Committee with developing a more concerted approach at their next meeting in September 2010? In the first instance, it would be helpful IARU universities could identify their main contact points for internships (inbound and outbound) so that we can 1) identify the level of overlap with the GSP Committee; 2) carry the discussion forward informally with them.

2010 NUS Summer Internships

NUS offered 5 internship positions for the summer and advertised them to all IARU students through the IARU website. NUS received a total of 9 applications for the 5 positions:

No	Host Department	Project Description	Response Rate	Status
1	Asia Research Institute	Events Management and Organisation Organising workshops and conference; preparation of registration lists, programme sheets, name tags; room arrangements, AV set-up; ordering or buffet lunches; photocopying, scanning, preparation of conference kits, liaising with conference participants, etc.	3 – all from Berkeley	1 selected and the student accepted the offer
2	NUS Museum	Agus Suwage and Filippo Sciascia Exhibition The exhibition focuses on the artists' recent trajectories and makes links to their practices through collaborative endeavours and curatorial interventions. The exhibition consists of new and current works and at times site specific. Works include drawings, paintings, videos, sculptures and installations. Exhibition opening in Aug 2010.	1 – from ANU	0 selected
3	NUS Museum	Art Project in Cigondewah by Indonesian artist Tisna Sanjaya The project focuses on Water, Garbage and Art as its main themes. Garbage and water are the basis of the artist's creative thinking process through observations and interactions, becoming the work of art and resulting in a cultural phenomenon. Cigondewah, a village south of Bandung, Indonesia, is known for its textile industry and the industry's devastating ecological impact. The village's current	2 – from Berkeley and ETH	1 Berkeley student selected and the student accepted the offer

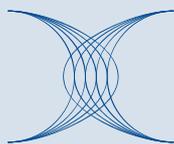
		<p>conditions - trash-filled streets and polluted streams -contrast against an idyllic image of a village known to Tisna's childhood. While Tisna is invested with his own memory of a past lost, he works in awareness of the predicament of contemporary practice, commitment towards the problems of humanity and using art as a bridge towards the vibrancy and improvement in the living standard towards society. A display of documentations and objects from Cigondewah are presented to show the dynamics of relations between artist and community; emerging tensions resulting from 'intrusion' and 'change'; the complication of author and source community and others.</p> <p>It is the artist's hope that the work developed in public sphere in Cigondewah can communicate with social situations and serves an interaction with its environment. Exhibition opening in Nov 2010.</p>		
4	Office of Corporate Relations	<p>Enhancing NUS' Social Networking Media Communication Channels To help improve the presence of the University through social networking channels like Facebook, Twitter, YouTube, etc. with interesting and relevant contents for students.</p>	2 – both from Cambridge	1 selected and the student accepted the offer
5	Office of Student Affairs	<p>Student Organisations Assist with the administration and coordination of student activities (e.g. Rag Day, Freshmen Inauguration Ceremony) as well as on issues of student governance and leadership.</p>	1 – from Berkeley	0 selected

1. The internship period is from 24 May – 16 July 2010. The students will be provided with on campus accommodation and a stipend of SGD 1,200 for 8 weeks.
2. This builds on the 2009 experience, when NUS hosted a Berkeley intern to work in a museum over the summer and an ANU student in the Centre for International Law (CIL) from 1 December 2009 to 5 February 2010. The latter student undertook research, helped out at conferences organized by CIL, and attended some seminars.

2010 Oxford Summer Internships

3. Oxford's approach has been driven by the interest of its largest department – the Nuffield Department of Clinical Medicine (NDM) – in attracting the very best students in the world to its doctoral program. In the summer of 2009, NDM hosted a student from another Oxford partner institution (alas, non-IARU) for an 8-week research placement. This student was entering her final year of undergraduate study. She performed extremely well during the summer and ended up being one of the top applicants to the NDM doctoral program during this past admission round.
4. This summer, NDM is offering several internships to students at IARU (and non-IARU) universities. In contrast to the NUS placements, which have been open to students from all IARU universities, each Oxford opportunity has been earmarked for a student from a specific IARU university. This is partly to simplify administration – we did not want our academics to have to sort through many applications from all over – and partly because they would like students to reinforce existing research collaborations that their host Oxford lab has with their home university.
5. The application profile is fairly specific: “We are looking for a talented student majoring in the life science. Candidates should be in their penultimate year of study at [home university] and seriously considering Oxford as a destination for doctoral study in the medical sciences. Previous research experience -- either academic or employment-related -- would be an asset.”
6. Oxford has asked sending institutions to identify 3 high quality candidates who meet the specified criteria. The principal investigators are in the process of choosing their preferred candidate, after a telephone interview.
7. The internships last 8 weeks, from 28 June to 20 August 2010. The timing is determined by availability of on-campus housing: the Oxford academic year only ends in late June. Students receive a £3,000 stipend, out of which they pay college accommodation (£16/night) and meals (charged as incurred).
8. We started discussions with a number of IARU universities about internship opportunities before Christmas. The NUS and Peking opportunities are confirmed; discussions are ongoing at ANU. Our hope is to expand the program – to other IARU universities and other host departments – next year.
9. Ideally we would make the internships into an exchange in future years. We have not pressed for this in the first year, in order to get things up and running. But we would like to generate additional opportunities for Oxford students internationally.

No	Host Department	Project Description	Institution	Status
1	NDM: Department of Experimental Medicine, Translational Gastroenterology Unit	<p>Investigation of NOD2 function in human dendritic cells</p> <p>The project focuses on the pathogenesis of Crohn's disease. A proteomic analysis of NOD2 interacting proteins will be undertaken pre- and post-MDP stimulation to establish which proteins are involved in NOD2 mediated autophagy induction. The effect of NOD2 or interacting protein knockdown on NOD2 mediated autophagy induction, bacterial handling and antigen presentation will be assessed. The intern will do this research in the lab of Fiona Powrie, mucosal immunologist, Sidney Truelove Chair in Gastroenterology and Unit Director, and Alison Simmons, Senior Clinical Lecturer. The lab has existing links with NUS.</p>	3 applications from NUS	Applications under review
2	NDM: Ludwig Institute for Cancer Research Oxford	<p>p53 switches and ASPP proteins</p> <p>The ASPP family of proteins has previously been shown to be important in tumourigenesis, as the ASPP proteins can interact with the tumour suppressor p53. Using a variety of molecular and cellular techniques, this project will assess whether the ASPPs are important for Wnt signalling. Importantly, this project may shed light on the molecular basis of cell migration and tumour metastasis, since these processes are fundamental in tumour growth and progression. The intern will do this research in the lab of Xin Lu, Professor of Cancer Biology and Director of the Ludwig Institute for Cancer Research Oxford and Dr John Christianson, Ludwig Institute Principal Investigator. The lab has existing links with Peking.</p>	3 applications from Peking	Applications under review



4.3 Transforming Power of Global Education

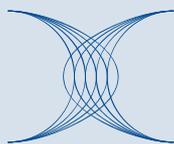
Reporting:	National University of Singapore
Leads:	Tan Thiam Soon (National University of Singapore)

Document type:	√	Progress update
	√	Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Up to USD15,000 (Presidents' Meeting '09)
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	NUS will formally invite faculty members and senior administrative staff through Senior Officers. Oxford suggested this workshop be held in the same location/dates as the 2010 GSP Working Committee Meeting.
Presidents' Meeting (April 2009)	The meeting agreed that the workshop should take place in 2010 instead of 2011. This group was asked by the Presidents to incorporate any relevant work already undertaken in the Education in a Research-Intensive University project.



4.3 Transforming Power of Global Education

Objective of Workshop

The main objective of the workshop is to explore how global education can have a transformational effect in helping our students become successful and responsible “global citizens”. The workshop will also offer an opportunity for member universities to explore the possibility of collaborating on educational programs in global education.

Dates and Location

This workshop will take place on 12-13 August 2010 at the National University of Singapore.

Invitations have been sent to IARU Senior Officers to request for nominations of a senior academic administrator. Once nominations have been received, invitations will be sent to the nominated senior administrator by end April 2010.

Academics who have indicated interest in the Workshop

The Provost’s Office at NUS has contacted several academic faculties from IARU institutions who have interest in the area of global citizenship and/or global education, and have expressed in-principle interest to attend the workshop. They are:

Australian National University	Associate Professor Richard Baker	The Fenner School of Environment and Society
University of California, Berkeley	Professor Aihwa Ong	Department of Anthropology
University of Copenhagen	Associate Professor Cynthia Chou	Department of Cross-Cultural and Regional Studies
	Professor John Roy Porter	Professor of Agroecology, Dept of Life Sciences
University of Oxford	Dr Javier Lezaun	Saïd Business School

University of Tokyo	Professor Kazuhiko Takeuchi	Deputy Executive Director of the Integrated Research System for Sustainability Science (IR3S) Professor of Graduate School of Agricultural and Life Sciences Vice-Rector of the United Nations University
Yale University	Professor William Summers	Department of History

Invitations will be sent out in April 2010 once nominations have been received.

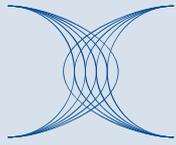
The workshop has been planned to coincide with the opening of the Youth Olympic Games, and we will be securing tickets for participants who are interested to attend the opening ceremony.

Workshop Program

The program for the workshop will be as follows:

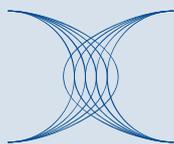
12 August 2010	
0900 – 1030	Cultivating Global Citizens: A Discussion (1) (Discussion would focus on the concept of global citizenship, what global citizenship means, what globalizing education entails, what it means to make global citizens out of our undergraduate and postgraduate university students.)
1030 – 1100	Tea break
1100 – 1230	Cultivating Global Citizens: A Discussion (2) (Focus on identifying the key features of ‘global citizens’)
1230 – 1330	Lunch
1330 – 1500	Pedagogical Innovations: Curriculum for Developing Global Citizens
1500 – 1530	Tea break
1530 – 1700	Pedagogical Innovations: Use of e-Learning to facilitate collaborations
1830 – 2100	Welcome Reception

13 August 2010	
0900 – 1030	Dialogue Session 1: Sharing best practices across IARU (and other universities—NUS Global Summer Program to be featured here)
1030 – 1100	Tea break
1100 – 1230	Dialogue Session 2: Exploring the Possibilities of Multi-party Collaborations within IARU – Theme-based
1230 – 1330	Lunch
1330 – 1500	Dialogue Session 3: Exploring the Possibilities of Multi-party Collaborations within IARU – Theme-based
1500 – 1530	Tea break
1530 – 1700	Where to Go from Here: Consolidation and Debrief
1830 – 2100	Workshop Dinner
14 August 2010	
	Attendance at Opening Ceremony of the Youth Olympic Games



Session 5: Grand Challenge

- 5.1 Sustainable Campus Program
- 5.2 Sustainability Fellowship Program
- 5.3 Sustainable Cities Research Project
- 5.4 IARU Climate Change: Global Risks, Challenges and Decisions; COP-15 Update



5.1 Sustainable Campus Program

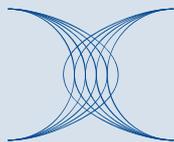
Reporting:	Australian National University
Leads:	Bart Meehan (Australian National University)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:		For information only – no further action required
	√	Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Up to USD15,000 for annual meetings in 2011 and 2012 (endorsed in Presidents' Meeting '09) - unspent USD3,700 for annual meeting (February 2010) USD16,500 Copenhagen related activities (March 2009) USD14,000 Sustainability Meeting (October 2008)
Funding requested (\$US):	

Previous recommendations:

Senior Officers Meeting (October 2009)	<p>Senior Officers suggested that the Sustainability group consider:</p> <ul style="list-style-type: none"> • skills exchange, with educational aspects in the project • evaluating the progress of the online toolkit and exploring ways to make better use of this resource • the development of a joint IARU module on sustainability, • provide some good case examples from all partners. <p>These could feed into the report tabled at the next Presidents Meeting, and would likely be of value to the Climate Change Steering Committee.</p>
Presidents' Meeting (April 2009)	<p>It was agreed that good work was being done in this area. Presidents accepted the recommendation that central IARU funding should be provided for the annual meetings of sustainability officers (for the next 3 years)</p>



5.1 Sustainable Campus Program

This report provides a summary update on the IARU Campus Sustainability project. It also highlights some joint projects that the team will consider over the next 12 months.

IARU Campus Sustainability Program

The Presidents agreed to fund an annual workshop for IARU Sustainability Officers, over the next 3 years. The first workshop was held from 3-5 February 2010 and was hosted by the National University of Singapore. All members were represented with the exception of the University of Copenhagen, which advised that they were about to launch a major project to improve the environmental performance of their campus buildings and could not release staff at that time to attend. They did, however, provide a report to the meeting.

During the workshop the delegates presented reports on the sustainability initiatives that had been established in 2009/2010 and their progress towards achieving their respective University's environmental goals. The sessions also provided opportunity for identifying options for collaboration.

The delegates also attended presentations by 2009 NUS IARU Fellows and had a working session with NUS students involved in campus sustainability initiatives.

The reports from each University are available on the IARU website and provide detail on initiatives undertaken in the past 18 months. These are seen as the initial steps to achieving the environmental targets set by each member and when taken in concert, demonstrate the ongoing commitment of IARU to leadership in campus sustainability. All members have undertaken some significant projects in 2009 and in particular it is worth noting the efforts of PKU and University of Tokyo.

The following section provides a summary of key initiatives undertaken by the Universities. In some cases, the members have provided metrics. However, a number of Universities are still establishing their measures and will not be able to provide credible data before 2011/2012.

In summary:

- All IARU members now have Environmental Management Offices.
- All IARU members have, or are in the process of, completing an emissions inventory as part of establishing their metrics.
- All IARU members have or are in the process of, implementing engineered and behaviour solutions to reduce the campus emissions profile.
- Several members have made small, but significant reductions in emissions during the past 12-18 months. Others have strategies that indicate that reductions will be achieved in the coming 2-5 years.

All IARU members have stated that they will participate in the 2010 Fellowship program mid-year, subject to availability of accommodation.

The Australian National University

The key initiatives undertaken by ANU over the past 12-18 months include:

- Launched a new Environmental Management Plan 2009-2015 with targets in a range of environmental areas (eg. carbon reduction, travel, water, waste and behavioural change);
- Progressive upgrading of equipment to improve energy performance, including automated switching equipment and building management systems;
- Improved monitoring of energy performance in buildings, including providing real time data on energy consumption;
- Initiated a change to internal temperatures of 1 degree in key buildings (to generate a 7% saving in energy use);
- Commenced a green precinct project which will include the installation of photo voltaics as a trial on the student building; and
- Approval to establish an internal “carbon offset scheme” with funding from business travel, that will provide a budget resource for energy conservation projects.

While CO₂-e emissions were slightly up in 2009 compared to 2008, (largely due to new buildings), they are still below the base year used in the University's metrics and are consistent with the goal established in the ANU environmental management plan and IARU Environmental Statement.

Peking University

The key initiatives undertaken by PKU over the past 12-18 months include:

- Establishment of the Office of Campus Planning and Sustainability, as well as the Committee and Workshop of PKU Green Campus;
- Completing an inventory of environmental impacts, including the emissions profile;
- Implementation of a number of engineering programs to improve the energy and water efficiency of buildings and equipment;
- Commencement of green architecture projects, including trials of solar energy and renovation of existing major plant to make it more efficient;
- Support of a range of student led activities including development of Green PKU website; and participation in various forums and symposiums;
- Support for the 5th Capital Universities Environment Weeks program, and through that engaging with 33 Universities based in Beijing; and
- Integration with academic activities where appropriate.

University of California - Berkeley

The key initiatives undertaken by Berkeley over the past 12-18 months include:

- Continuation of various campus sustainability programs, including The Green Initiative Fund; "green certification" for departments and events, green interns; and using LEED to assess existing building operational performance; and
- Implementation of a number of energy conservation projects funded under the Strategic Energy Plan/Partnership retrofitting of efficient lighting systems; HVAC optimization; recommissioning of buildings and systems.

The projects have resulted in reductions in CO₂ - E and these are consistent with achieving the stated goals for emissions reduction.

Cambridge University

The key initiatives undertaken by Cambridge over the past 12-18 months include:

- Establishment of a Revolving Green Fund, which funded technical projects to upgrade the efficiency of insulation, control systems and lighting.
- Establishment of a new business model to charge back energy costs to area, which in first year of operation has yielded 1% saving.
- Several environmentally sustainable technologies installed including a Biomass boiler, ground heat pump and "labyrinth" cooling system.

The current data show that in absolute terms carbon emissions are increasing.

University of Copenhagen

The key initiatives undertaken by Copenhagen over the past 12-18 months include:

- The launch of several major behavioural change programs (ie. Green Action) and engineering strategies to improve facilities energy efficiency.
- Approval of a Green IT Action Plan
- Construction of "The Green Lighthouse"
- Adoption of a performance based energy management tool.

There has been a small decrease in Co₂ emissions in 2009, consistent with a trend to meet the carbon reduction targets.

Oxford University

The key initiatives undertaken by Oxford over the past 12-18 months include:

- The appointment of a Head of Environmental Sustainability and creation of an office to manage the campus programs
- Senior level Sustainability Steering Group formed
- Website revised and relaunched
- Revolving green fund for carbon reduction measures established
- Work completed to improve energy efficiency of building systems, as well as installation of new energy control systems

The current data show that in absolute terms emissions have increased – largely due to the construction of three buildings.

National University of Singapore

The key initiatives undertaken by NUS over the past 12-18 months include:

- Establishment of a Green Canteen project, as well as a low carbon food event called Meatout Thursdays, in which participants have “plant-based meals”
- Implementation of a “plastic bag” tax in all campus businesses, to promote responsible consumerism
- Introduction of mandatory double sided printing
- Establishment of a zero waste project and a project to increase temperature span on air-conditioning, to reduce energy consumption

University of Tokyo

The key projects undertaken by Todai over the past 12-18 months include:

- Establishment of a Todai Sustainable Campus Project Office, with 3 full time staff and 8 affiliates. The Office reports to the President.
- Publication of a new design policy for sustainable buildings.
- Implementation of various energy saving counter measures, including improving the energy efficiency of buildings and equipment.
- Collaborations with industry and the rollout of "outreach" projects.
- Development of a Network of Networks website.

ETH Zurich

The key projects undertaken by ETH Zurich over the past 12-18 months include:

- Drafting of a Vision Statement for a sustainable real estate – covering the planning, building and operations of assets.
- Construction of the “first and second” thermal storages at the Science City campus.
- Opening of a new building which complies with the Swiss Minergy standard.
- Establishment of an ETH Zurich Climate fund for fostering research projects in the field of climate research, using the funds that would have been spent on offsetting air travel.
- Changing to low carbon food in University canteens.
- Various technical programs to optimize lighting and energy systems, as well as promoting the use of hybrid vehicles.

There has been a drop in CO2 equivalent from energy use, though this has been offset increases in emissions from business travel. Overall, the University is on track to meet its longer term targets.

Yale University

The key projects undertaken by Yale over the past 12-18 months include:

- Mapping of campus systems to better understand ways of integrating sustainable behaviour and activities into University operations.
- Development of a Sustainable Performance Plan 2010-2013, which includes the requirement for all new constructions to be built to LEED NC-Gold standards.
- Establishment of key pilot programs in on-site energy generation and "whole building integrated approach" to design, construction and operation.

Emissions have dropped in the period 2004-2008, against a background of increased built space and a growing campus population.

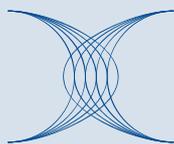
New projects

Following discussions on how to progress the IARU Campus Sustainability Project, the group agreed to develop the following initiatives over 2010/2011:

- The development of a knowledge base, by publishing the best reports from IARU Fellows on IARU Sustainability website.
- Developing an online tool that presents the IARU tool kit as an interactive education tool. The proposal is to expand further the work of IARU Fellows from NUS who developed a desktop program using Pulse technology to educate staff about the performance of their buildings and the impact of behaviour on environmental foot prints.

Both projects will be progressed as part of the 2010 Fellowship program with the aim of completion by end of 2010.

It was also agreed that the focus of the 2011 workshop will be knowledge sharing on specific emissions reduction projects.



5.2 Sustainability Fellowships Program

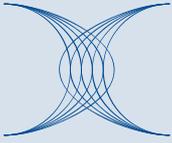
Reporting:	Yale University
Leads:	Bart Meehan (Australian National University) Julie Newman (Yale University)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

Senior Officers Meeting (October 2009)	Senior Officers urged the Sustainability group program coordinators to consider the various calendars of the institutions involved when preparing the 2010 program. It was suggested that Sustainability Officers talk to those offices within their institutions responsible for sending students abroad – so as to take advantage of existing knowledge.
Presidents' Meeting (April 2009)	The success of the program was noted.



5.2 Sustainability Fellowships Program

The fellowship program provides selected students with the opportunity to work on targeted campus sustainability projects at IARU member institutions. Projects will be institutional specific, however developed with the intention that lessons learned that can be applied at both the home and the host institution. Sustainability Fellowships are intended to target a broad range of disciplines ranging from the arts to engineering.

At the workshop, the delegates discussed the 2010 IARU Fellowship program and all agreed to participate. Since the completion of the workshop, Universities have liaised and at the time of writing the following have confirmed that they will have students as part of the program:

- Australian National University
- Yale University
- ETH Zurich
- University of Copenhagen
- Oxford University
- National University of Singapore
- University of Tokyo
- UC Berkeley
- Cambridge University

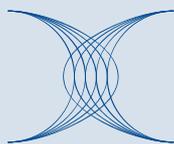
The student exchange will take place for a six to eight week period between May 1 and August 15, 2010, with the actual dates being nominated by the host University.

The attached spreadsheet details the various projects that have been proposed by Universities.

Sustainability projects

UNIVERSITY	CONTACT NAME	# STUDENTS TO BE SENT	POTENTIAL PROJECTS	# STUDENTS TO BE HOSTED	DATES
Oxford	Jenny Ekelund	2	Communications and staff/student engagement Energy reduction (most likely surveying and technical fixes)	2	27 June 2010 - 6 August 2010 Housing available 27 June 2010/ Start work 28 June for 6 weeks (until 6 August)
ETH Zürich Sicherheit, Gesundheit und Umwelt (SGU)	Dominik Brem	1	Co-Organisation of Ecoworks project competition Reporting of Environmental key-figures	1	October/November 2010 (hosting) July/August/September 2010 (sending)
The Australian National University	Teifi Caron	2	A. Measuring the impacts of the Green Precincts water initiatives such as water reticulation systems, new water meters and 4th generation synthetic turf on Willows Oval set against our stated objective of no potable water on the irrigated landscape by 2015. Other aspects to this project could include: 1. determine the capacity of above initiatives to service landscape needs (it would be nice to have a map showing the independent water sources and their irrigation capacity by shading how far each will reach, with some overlap being desirable - this will give us a good visual resource from which to target future projects) 2. an assessment of potential future projects against coming capital works plus a strategy to 'fill the gaps' in relation to smaller projects where these lay off existing and planned ring mains. B. Developing an environmental audit scheme for our Halls of Residences. This would be an online tool that students can voluntarily undertake and compute their carbon footprint with an additional carbon calculator. There will also need to be a hard copy format for a team of environmental auditors to complete on rooms that have not been voluntarily assessed. An accreditation scheme of Bronze, Silver and Gold ratings will also be developed.	2	28 June 2010 - 8 August 2010

University of Tokyo	Hanaki Keisuke	1	Analysis of building energy consumption of campus and energy saving plan	1	1 August 2010 - 26 September 2010 (sending) Any time (hosting) Japanese language ability expected in hosting student
University of California Berkeley	Judy Chess, LEED AP	2	Water conservation, greening campus operations, green laboratories, energy efficiency campaign, social marketing, green building	2	24 June 2010 - 13 August 2010 24 May 2010 and 13 August 2010
Yale University	Julie Newman	2	Communication Green Laboratories, Campaign Development, Land Management	2	15 June 2010 - 1 August 2010
University of Copenhagen	Hans Halvorsen	1	Study on the use of modern platforms for communication about greening university Study on how to reduce University's flight travel/air miles, i.e. through increased use of virtual communication Study on how carbon emissions from air travel are estimated	1	1 May 2010 - 4 July 2010
National University of Singapore	Lina Goh	2	We intend to have both interns conduct this study as the survey area is massive and one student will not be able to complete the project. Title of project is " Identifying Building Efficiency Gaps at Kent Ridge Campus" To identify weaknesses in existing infrastructural designs in select benchmarked areas for building improvements in terms of energy efficiency. Some energy consumption areas to be addressed are air-conditioning and lighting. Upon completion of the ground survey, the intern should develop improvement proposals which should include pre- and post-documentation of cost and design appraisals, as well as measurement on the level of efficiencies achieved.	2	24 May 2010 – 17 July 2010
University of Cambridge	Martin Whiteland	1	An on-going initiative Paul & I are working on with our Computer Lab to develop better systems to access and display energy data from our existing metering network. And analyse energy and emissions data as part of our obligation under the forthcoming mandatory Government CRC Energy Efficiency Scheme	2	



5.3 Demonstrative Project on Sustainable Cities

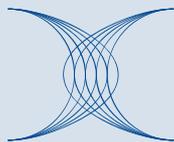
Reporting:	The University of Tokyo
Leads:	Rob Dyball (ANU), David Dumaresq (ANU), Kazuhiko Takeuchi (Todai), Keisuke Hanaki (Todai), John Porter (Copenhagen) and Anette Reenberg (Copenhagen)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:		For information only – no further action required
	√	Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	Up to USD15,000 (Presidents' Meeting '08) – unspent USD3,630 ERE proposal development (Todai '06)
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	<p>ANU highlighted that as a direct result of collaboration on this project, Dr Rob Dyball (ANU) was invited to teach into Copenhagen's GSP course, "Sustainability in Rural-Urban Regions: The Rural Landscape in a Globalized World".</p> <p>A Synthesis Report is scheduled to be tabled at next year's Presidents' Meeting. NUS will host the next workshop in November where the group will look beyond the demonstrative phase of this project.</p>
Presidents' Meeting (April 2009)	The success of the project was noted.



5.3 Demonstrative Project on Sustainable Cities

Energy, Resources and Environment Global Change Project Towards Sustainable Cities Demonstration Project (update)

Future IARU collaboration on Human Wellbeing and Sustainable Cities

Three members of the International Alliance of Research Universities (IARU) have been collaborating on a joint project on “Sustainable Cities” in order to demonstrate the value of IARU as a strategic research network through which collaboration and cooperative activities can be undertaken (see Attachment 1). Partners in this “demonstration phase” were the Australian National University (ANU), the University of Tokyo (UT) and Copenhagen University (KU). The National University of Singapore (NUS), which is now Chair of IARU, has been actively monitoring progress through this phase. This report is a summary of the work that has been completed under this initiative, current work in progress that is now moving beyond the demonstration phase and proposal for future, expanded and independently funded research directions. With the completion of the demonstration phase the project members request access to the, as yet unspent, US\$15,000 that IARU has committed to developing this project.

Note: Further information is provided in “Notes for future ANU – IARU collaborative project on Human Wellbeing and Sustainable Cities” (Page 6 of 10)

At A Glance

Achievements

- The creation of a strong collaborative research partnership from scratch
- The completion of three integrated research projects on Food Flows and Ecosystem Services, Land Use and Ecosystem Functions, and Low Carbon Cities.
- Presented initial findings at KU-UT Workshop on the occasion of UNFCCC/COP15 (United Nations Framework Convention on Climate Change/ the Fifteenth Session of the Conference of the Parties)(Note 1)
- Demonstrated ‘proof of concept’ as model for future expanded activity within the IARU Energy, Resource and Environment theme
- Amassed and integrated a wealth of data sets and developed the methodology for their analysis for ongoing research, including ready extension into other areas
- Together, the above creates a portfolio of findings and a team of researchers that can be presented as a package for funding to suitable bodies.

Note 1: <http://en.ir3s.u-tokyo.ac.jp/event091208>

Current Activities and Commitments Arising from Phase I

- A minimum of 6 joint publications are currently being drafted (see Attachment 2 for proposed titles)
- A number of collaborating partners have been invited to participate in the Australian Academy of Science Conference (Fenner Conference) *Healthy Climate Planet and People: "Co-benefits" for health from action on climate change.*
- National University of Singapore is [considering] an active role in future phases of this project, initially through their Centre for Sustainable Asian Cities
- Three weeks have been set aside ANU in April for completion or advance drafting of key publications, with members of University of Copenhagen
- Visiting Fellowship or sabbatical exchange between ANU and KU is proposed for 2010
- Members from University of Tokyo visited ANU in March to inform the creation of their new Global Studies program
- Aspects of the demonstration project have been accepted for presentation as papers at the Ecological Society of America with speakers from KU, UT and ANU
- Project members have been active in the International Conference on Sustainability Science (Note 2) and ANU has also participated in the ICSS-Asia regional conferences (Note3)
- ANU will benchmark the quality of a selection of its undergraduate student (Honors) papers with KU
- ANU has granted Adjunct Fellow status to Dr Deutsch from the Stockholm Resilience Centre so as to create a partnership with that institution as well as allow her to have project input on behalf of ANU in Scandinavia
- The presentations at COP15 have aroused interests in similar project activity in other regions, with a possible collaboration in the Philippines currently being discussed
- Collaborative teaching on Sustainability themes, including participation in Global Summer School events has been undertaken between ANU, KU and NUS
- Although no additional funds are available for activity in this phase II of the project, wherever possible partners will look to collaborate and interact as opportunity presents.

Note 2: <http://www.adm.u-tokyo.ac.jp/res/res5/ICSS2009.html>

Note 3: <http://www.icss-asia.org/>

Future Directions

- It is proposed that the research program be expanded to include the co-benefits that action to create sustainable cities and rural landscapes has for human health and wellbeing, including aging
- Such an expansion would broaden the range of collaborators both from existing project partner university, but also to draw in others – for example ETH Zurich has expressed an interest in involvement if the theme is expanded
- It is proposed to deliberately align project activity in this theme with the International Council for Science Union (ICSU) priority area “Health and Wellbeing in a Changing Urban Environment”. In phase III (discussed below) ICSU endorsement would be sought in support of future major international funding applications
- Linkages could then be found between other IARU themes, including the Longevity and Health theme and possibly also Security
- ANU could take a lead role in developing phase III by drawing on resources from its Fenner School of Environment and Society, its National Centre for Epidemiology and Population Health and its Climate Change Institute. Other IARU partners would then contribute as their institutional resources allowed, but at minimum a grant application development team would be created.

- The above mentioned Fenner Conference is seen as a first major milestone for this expanded project. It is anticipated that this will generate interest including in key institutional and policy arenas
- A website will be created to give a presence to this work as it is undertaken and to raise the project's profile
- Where feasible, side projects involving IARU partners in collaboration with non-IARU institutions will be explored and embraced by the project. The above mentioned Philippine project is one such opportunity and collaboration with African institutions is another being considered drawing on existing UT connections. Extending the project into developing nations is seen as important for attracting International funding.

IARU Funding Support

At the 2008 IARU Presidents' Meeting \$US15, 000 was made available to support this project. To date none of this funding has been called upon. It is proposed these funds are use for:

- Editorial assistance in writing up papers arising from phase I of the project. With papers being multi-authored with different institutions taking the lead this is important for them to appear as a coherent set of publications.
- Assistance in creating a website. For phase II and beyond the project needs a public address to point to and under which related material can be gathered. The site would include links to related activity (Fenner Conference, ICSS, IARU, IR3S etc) and grow over time. An example exists in the IARU Health theme <http://healthyaging.ku.dk/>
- Assistance in generating funding application. As described, a project team from participating partners will be required to work on the task of writing major grant applications. Access to some assistance in this will be crucial.

Attachment 1

Aims

The overarching aim of this project is to:

- Demonstrate the value of international collaboration between IARU partners on ERE themes
- To develop a model for how future collaborations within the ERE theme on other topics, including other projects on Sustainable Cities, might proceed
- To generate important research findings on the international linkages and interdependencies of cities and the energy and materials upon which they depend

Guiding Principles

Guiding principles for suitable projects are that they:

- Are globally significant
- Deal with universal processes
- Recognize local and regional contextual differences
- Deal with integrative, “cross cutting questions” in relation to sustainability in cities, such as;
 - What is the relationship between food production and land use in city regions?
 - How will the flux of GHGs change depending on the land use change of cities?
 - What is the relative food security in food export and import dependent cities?

Approach

The demonstration project approach has

- Created a new research community by collaborating on three interlinked sub- projects, each led by one “enthusiastic” IARU partner.
- Where possible, has drawn on existing research activity and readily available data.
- Drawn on local areas for funding, with the overall idea that the further project activity will grow “organically” to greater partner involvement.

A crucial component has been to ensure inter-relationships between projects are built in from beginning. The three sub projects are:

- Food Flows and Ecosystem Services (FFES), lead by ANU
- Low Carbon Cities (LCC), lead by UT
- Land Use and Ecosystem Function (LUEF), lead by KU.

Attachment 2

List of joint publications currently being drafted by ERE/SC/DP

1. ACR food flows and ecosystems services
“Food Sovereignty for a National Capital”
2. Food Flows methodology
“Three methods for calculating food flows and their policy implications”
3. Global Food Flows and Ecosystem Services
“What food flows where, how and why – a study of 3 cities”
4. Climate Change Policy Implications
“Why food matters in the Climate Change Debate”
5. ACR Nett Carbon Flux Calculations and Methodology
6. Global Community Fluxes
“What carbon do you use – where, how and why?”

Notes for future ANU – IARU collaborative project on Human Wellbeing and Sustainable Cities

Summary Overview

Three members of the International Alliance of Research Universities (IARU) have been collaborating on a joint project on “Sustainable Cities” in order to demonstrate the value of IARU as a strategic research network through which collaboration and cooperative activities can be undertaken. Partners in this “demonstration phase” were the Australian National University (ANU), the University of Tokyo (UT) and Copenhagen University (KU). The National University of Singapore (NUS), which is now Chair of IARU, has been actively monitoring progress through this phase. The demonstration project has produced and reported significant findings and laid the ground for future expansion of this project theme. It is proposed here that collaboration between the partners in the initial phase continue, with NUS becoming actively involved. Phase II envisages these and other IARU partners building on and expanding results already achieved, with each participating partner funding their activities through local funding avenues. It is envisaged that the endorsement of IARU, and the fact that individual funds raised will allow buy in to a much larger pool of research, will be a major advantage in securing funding support. Phase II is envisaged as an interim, self-funding phase that will build the platform for a major international cross-disciplinary collaboration that will be capable of attracting significant international funds. The proposal here is that the “sustainable cities” theme be expanded to embrace “human health and well-being” and that the research program align itself to the International Council for Science (ICSU) new priority area “Health and Wellbeing in a Changing Urban Environment” (which would include urban-rural interdependencies). With a portfolio of significant publications, research findings and policy engagement conducted under the IARU banner the consortium will seek formal ICSU endorsement and support. The consortium would thus be strongly positioned to attract major international funds, such as through the MacArthur Foundation.

Phase I Demonstration Project

The IARU sustainable cities demonstration project is essentially completed. Key findings have been presented at UNFCCC-COP15 and are now about to be written up as suitable for publication.

The project was successful in demonstrating the value of collaborating IARU partners tackling globally significant questions concerning universal processes whilst revealing local and regional contextual differences. Some of the specific integrative “cross cutting questions” that the project asked were:

- What is the relative food security in food export and import dependent cities?
- What contribution can land management for ecosystem functionality make to low carbon city living?
- Can approaches be scaled across different sized cities to compare their interdependence and their vulnerability to climate change?

Through close co-operation and integrated approach, the three sub-projects were able to:

- Enable linkage of these land areas and the ecosystems functioning (or services) required for this food production
- Create net carbon flux measurements for each of the cities and their regions
- Create net carbon flux measurements for each of the cities and capital regions – including carbon sink / source function related to land use outside the built up areas

- Enable linkage between actual food flow and potential food production and thereby the possibilities of the capital regions to provide food for its local market

The food flows sub- project was able to:

- Demonstrate regional, national and global movements of food needed to feed the capital cities of the three chosen countries, Japan, Denmark and Australia
- Demonstrate actual land areas and their locations required to supply these food flows
- Indicate food availability, security and sovereignty for the regions

Key findings are that:

- Different countries, regions and cities have quite different food flows characteristics
- There are major differences in food flow calculation principles which will lead to differing conclusions as to a region's 'position'
- There are unlikely to be any "one size fits all" best way for all urban populations to meet food demands, security or sovereignty
- There are different outcomes for each city trying to meet low carbon food flows through strategies such as low food miles or eating locally

A central message is that very high urban population densities (such as Tokyo) with reduced food production require that somewhere in the world there are low population density, land rich regions with that can produce, transform and supply surplus food. All regions are vulnerable to changes in food supply created by climate change through food system linkages. Some regions are vulnerable to policy decisions that might change the economic interest other regions have to provision them relative to using land areas for other ecosystem services, such as carbon regulation.

From this, key policy implications include recommendations to:

- Debit end point consumers with the cost of the emissions that arise from that consumption
- Credit producers with their landscape's sequestration
- Be alert to the dangers of emissions reduction schemes changing land use from food provisioning ecosystem services to only regulating services, through carbon capture and the related vulnerability of cities that import food and feed stuffs
- Ensure farming and agricultural landscape management is a major part of any emissions reduction scheme.

The low carbon city sub- project with the theme of "Toward Low Carbon City, Comparative Study of Three Cities; Tokyo, Copenhagen and Canberra" was able to:

- Present comparison of three cities in terms of carbon dioxide (CO₂) emissions and energy consumptions
- Analyse changes of emissions over time, differences of CO₂ emissions by sectors and energy sources
- Compare CO₂ emissions of areas in relation to the size of areas of a city, namely a core area (centre of the city) and medium and large areas, which include surrounding areas such as agricultural land, forest and industrial zones

Key findings are that:

- There are large differences among per capita CO₂ emissions of cities
- There are also differences of per capita CO₂ emissions among the areas of a city and surrounding areas
- Key factors of the differences are urban form, main functions of a city and carbon intensity of energy source

- Emissions of commercial and residential sectors have increased in general while those of industrial sectors are decreasing. Emissions caused by the use of electricity have the large share of the total emissions

From these points, further studies including recommendations are that :

- Integrated study, which include analysis of absorption of CO₂ by forests and agricultural land, land use change, consumption of energy and CO₂ emissions that is used for or generated from production and treatment of food and goods consumed by the urban population are needed.
- It is necessary to develop a further study plan with a view to investigating more general methodologies to analyse the features of CO₂ emissions/absorptions of cities in order to achieve the sustainable city

The land use and eco-system functions sub-project was able to:

- Develop and comparable indicators of the socio-economic structures, land use intensity and ecosystem functions (including potential food production and carbon sink / source function of the landscape) based on available data in the three capital regions (Tokyo, Canberra and Copenhagen)
- Analyse and compare major trends in land use change and key drivers of change across the three capital regions
- Analyse and compare the spatial outreach of the three capitals on the surrounding land use and socio-economic structures

Key findings are that:

- The land use change, ecosystem functions and outreach of the cities show similar trends, but the magnitude, details and drivers are very depended on the context - including the natural conditions, socio-economic structures, the regulatory traditions and the cultural history of the three countries
- Even though differences are significant in the spatial detailing and availability of data it is possible to adequately compare results between the three capital regions. Also data, which are only available in one or two of the three countries can exemplify potential relevant analyses – to be made if similar data becomes available in other countries

Future IARU research in the Sustainable Cities theme

Following the success of the demonstration phase the initial IARU partners, ANU, UT and KU are keen to continue to pursue related research and to further mine the large amount of data that has been collected, whilst starting to fill in the information gaps that the demonstration phase revealed. Each will seek local funds and strategic partnerships to enable this to happen. In addition to this continuation of program the following activities could be undertaken in phase II. As mentioned in the introductory comments, phase II will see an expansion of the scope of projects and of participating partners (although each partner will decide for themselves which aspects of the expanded program they choose to contribute to). Specifically, phase II will see research expand to include the human health and wellbeing dimension of sustainability as this is a powerful “co-benefit” with greater policy relevance than a narrower focus on sustainability in isolation and hence much more likely to attract international funding for phase III. It is effectively a combining of two of the initial IARU themes – “energy resources and environment” with “longevity and health”.

National University of Singapore

The National University of Singapore has been invited to be engaged in phase II research collaborations. It is understood that its Centre for Sustainable Asian Cities (CSAC) in the School of Design and Environment has a particular interest in researching very high density cities and is already undertaking a number of projects, many of which are directly compatible with completed IARU demonstration phase projects. An example is the research that CSAC is currently conducting under the heading of “Urban Metabolism”, looking at fluxes of energy, water and materials into the urban environment.

University of Copenhagen

The University of Copenhagen will continue to contribute to research on rural-urban linkages – focusing on the land use and food security areas. Funds have been allocated for research Anne Busck to be a Visiting Fellow at the ANU through the first half of 2010 to work on this material. John Porter is also intending to have an extended visit to further work on this material. KU has a considerable contribution to make towards the “low carbon cities” theme, through carbon flux methodologies developed by Henrik Soegaard and others. As discussed below, Steffen Loft from KU is an invited speaker in the forthcoming Fenner Conference and could be a vehicle for KU contribution to the health dimension of phase II.

University of Tokyo

The University of Tokyo will also continue to develop phase I research. UT also has networks it can call on as a result of its hosting the Integrated Research System for Sustainability Science (IR3S), which is building an emphasis in developing countries in Africa. UT is also has very active involvement in the International Conference on Sustainability Science (ICSS) – especially the ICSS Asian federation. These and other networks, including partnership with United Nations University (UNU) Tokyo, can draw in important extension of research into cities in developing nations. Research that allows comparisons with urban vulnerability and urban expansion in third world nations will be an important extension of phase I and is a crucial element for attracting funding from bodies such as the MacArthur Foundation.

UT and UNU Tokyo bring alternative visions of sustainable living, such as the “Satoyama Initiative”, which provide interesting non-Western perspectives of future sustainable wellbeing – visions with which phase II could critically engage. UT can also contribute towards the health and wellbeing dimension of sustainability through researchers such as Chiho Watanabe, who is located in the Human Ecology Department in the School of Medicine. This expansion will help phase II and beyond connect with Japanese concern for the quality of life of an aging population and ensure linkages between this issue and action on sustainability.

Demonstration phase results could be targeted for publication in the IR3S journal *Sustainability Science*.

Australian National University

ANU will be actively developing and expanding phase I findings. ANU will host visits from KU scholars Busck and Porter as a means of furthering this collaboration. In addition, ANU hopes to re-engage with Stockholm Resilience Centre by providing Adjunct Fellowship status to Lisa Deutsch, who had a significant contribution to phase I research. Other collaborations with Stockholm are possible, given their expertise in this area.

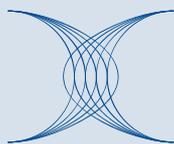
Within ANU a partnership is envisaged between the Fenner School of Environment and Society and the National Centre for Epidemiology and Population Health (NCEPH) and the ANU Climate Change Institute. This partnership will underpin ANU's expertise in sustainable cities and ecosystem dependency, human health and well being and climate change. A major milestone will be ANU's hosting of the Australian Academy of Science's 2010 Fenner Conference with the theme "Healthy Climate, Planet and People: Co-benefits from action on climate change". This conference is planned to include researchers from a number of IARU members, including Kirk Smith from the University of Berkeley, California and Steffen Loft from KU. Attendance from NUS and UT has already been flagged. This conference is planned as a major stimulus to broadening recognition of the effects of climate change amongst policy makers and key agencies and to promote the notions that action on climate change will have a number of benefits beyond mitigation of global warming.

The Fenner Conference is a stepping stone towards recognition of this IARU research program by the International Council for Science under its priority theme, "Health and Wellbeing in Changing Urban Environments". Endorsement by ICSU is seen as a major advantage in gaining funding from international funding bodies. Developing funding applications is a significant and time consuming task, and it is suggested that a sub-group commence work on such an application early in 2010. If ICSU endorsement is forthcoming it would be unlikely to be before 2011 and so the intention would be that application and endorsements, together with research and publication track record, would come together for 2012.

ANU is also interested in commencing research at a philosophical level into conceptual frameworks for knowledge integration and decision theory to provide a foundation for an environmental ethic of behaviour change. This would be an inquiry into how people rationally shift their desires and preferences. Such an inquiry is highly relevant to the challenge at hand and is being pursued by internationally renowned advocates of sustainability, such as Paul Erlich and his "Millennium Assessment of Human Behaviour" initiative. A project like this would open a major critical reflection on the theme of "Humans Living in Harmony with Nature", that UT brings to the collaboration. It would ask fundamental questions about whether, for example, Asian worldviews such as *satoyama* (Japanese "living in harmony with nature"), *ma ma* (Japanese "moderation"), *cukupan* (Indonesian "enoughness") or the "sufficiency economy" promoted by the King of Thailand, provide examples of alternate notions of the "Good Life" and its relationship to sustainability. This could be an extremely timely and highly relevant contribution to debates on sustainability and could result in an international research program that was integrated from its philosophical base right through its conceptual framework to its regionally specific applications and results.

Other IARU Partners

With the completed demonstration phase as "proof of concept" it is envisioned that other IARU partners might wish to contribute. Such input is welcome, as it has always been. Discussions with favourable responses have already been held with ETH Zurich, especially in the context of health and wellbeing. The Fenner Conference, discussed above, will allow for the possibility of Berkeley contributing. The ANU has a major grant application under consideration that would allow funding for Peking University researchers to undertake matching phase I projects in partnership with ANU. These and other collaborations will all be explored in phase II, including collaborations with partners outside of the IARU framework. As was always the intention, the phase I research activity has developed a robust spine of IARU relationship upon which future collaborations and partnerships can be built post 2010 and into the future.



5.4 IARU Climate Change: Global Risks, Challenges and Decisions follow-up; COP-15 Update

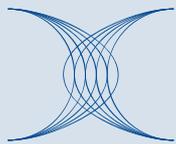
Reporting:	University of Copenhagen
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Document type:		Progress update
		Workshop
		Discussion paper
		Project proposal
	√	No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

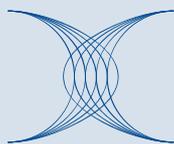
Previous recommendations:

Senior Officers Meeting (October 2009)	
Presidents' Meeting (April 2009)	Presidents noted that the congress has been successful and suggested a follow up article in Science and Nature after the 2009 SOM. Copenhagen offered to facilitate involvement of students from IARU partners in COP-15.



Session 6: Research Updates

- 6.1 Ageing, Longevity and Health
- 6.2 Regional Perspectives on Global Security
- 6.3 Global Culture and Citizenship



6.1 Ageing, Longevity and Health

University of Copenhagen updated the meeting with a copy of their IARU Newsletter

Reporting:	University of Copenhagen
Leads:	Ulla Wewer (University of Copenhagen)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	USD38,000 for Oxford project management salary
Funding requested (\$US):	

Previous recommendations:

Senior Officers Meeting (October 2009)	Copenhagen's leadership and generous financial contributions to this project were acknowledged. John E. Andersen (Copenhagen) noted that the project is currently supported by six IARU universities, and it was anticipated that more would join the project within the next 18 months.
Presidents' Meeting (April 2009)	

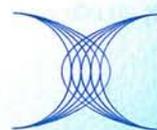


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IARU News

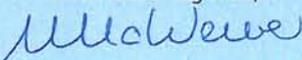
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INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

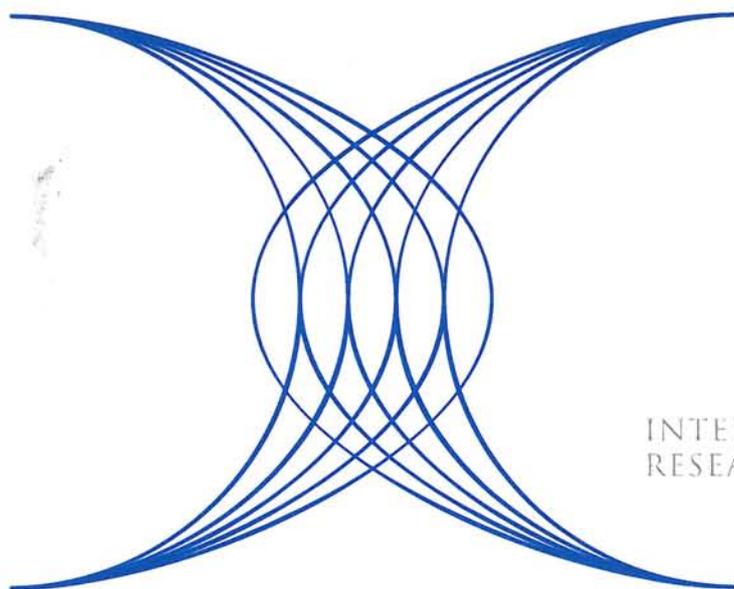
This third issue of IARU News focuses on the IARU Congress on Ageing, Longevity and Health to be held in Copenhagen 5-7 October 2010. It also describes the major activities in the IARU Ageing, Longevity and Health research project in 2009-2010 including the establishment of the International Healthy Aging Network (iHAN); and finally we review the new Copenhagen Center for Healthy Aging.

With best regards,



Ulla Wewer, Professor, DM.Sci

Dean of the Faculty of Health Sciences, University of Copenhagen, Denmark



INTERNATIONAL ALLIANCE OF
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IARU Congress in 2010 in Copenhagen

On behalf of the researchers on the Ageing, Longevity and Health project, the Rector at the University of Copenhagen, Ralf Hemmingsen and I warmly invite you all to attend the IARU Congress in October in Copenhagen on Ageing, Longevity and Health.

The University of Copenhagen is providing EUR 100,000 in funding for the Congress following an application signed by key researchers at six IARU Universities: The National University of Singapore, the University of Tokyo, the Australian National University, University of Oxford, Yale University and the University of Copenhagen.

A scientific organizing committee is coordinating this initiative, headed up by Prof. Lene Juel Rasmussen, Managing Director of the Copenhagen Center for Healthy Aging (CEHA), University of Copenhagen, and Prof. Vilhelm Bohr, who is associated with CEHA. CEHA is providing a further EUR 40,000 to support the Congress.

The organizing committee is expecting about 100 IARU researchers and others in the field of aging to attend. The purpose of the Congress is to invite researchers from the IARU Ageing, Longevity and Health network and others to meet up, network and exchange data and ideas. The aim of the Congress is also to encourage and continue state-of-the-art multidisciplinary research between the IARU institutions and in the field of aging. About 30 speakers are being invited and many others will be attending, including young investigators and students so as to promote involvement by the younger generation in research and planning. Special keynote lectures are to be held as well as an event and evening at the ballroom at the University's main facilities hosted by the President, Rector Ralf Hemmingsen.

The program includes aging sub-themes such as:

- Molecular Aging, Neuro- and Muscle Degeneration
- Life Course and Aging
- Aging Populations
- Aging and Evolution

The IARU Ageing, Longevity and Health project

This section describes activities in the Ageing, Longevity and Health project in 2009-2010

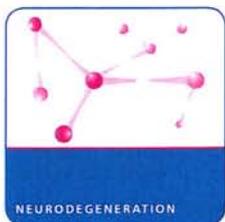


Health Policy Challenges of Aging Populations

Prof. Sarah Harper, Director of the Oxford Institute of Ageing, visited Copenhagen at the end of October 2009 to learn more about the CEHA and to discuss possible collaboration between Copenhagen and Oxford.

The research on preventive medication being initiated at the Copenhagen Center has a strong policy emphasis and will contribute a new perspective to the IARU Health Policy Challenges of Aging Populations research group. In connection with policy challenges, the CEHA group is studying decision-making with regard to the use of long-term medication to prevent the chronic diseases associated with aging. Issues of equity, ethics, and coordination are being examined, as well as the interplay of commercial interests, research, clinical care and individual practice. Despite the increasing use of preventive medication in aging populations, surprisingly little public health and social science research has been undertaken on this topic.

As follow-up on earlier IARU workshops, Senior Research Fellow Kenneth Howse from the Oxford Institute of Ageing will present his overview policy paper at the planned IARU Congress in Copenhagen in October 2010 with a view to developing a joint publication.



Neurodegeneration and Life Course Issues

The taskforce for this project has welcomed a new member, Prof. Albert Gjedde of the Faculty of Health Sciences, University of Copenhagen. The taskforce continues its discussions on new initiatives and grant

application writing in future. We have now started translational experiments that will bridge the areas of neurodegeneration and life course studies. These approaches are being coordinated with the iHAN process described below so that over time, we shall be able to extend them to include the various cohorts available in the IARU network.

As part of the collaboration between the University of Tokyo and the University of Copenhagen, Prof. Kirsten Avlund, University of Copenhagen, has been appointed senior advisor for junior gerontologists in the Pacific Rim Countries at the University of Tokyo in a collaboration with Prof. Hiroko Akiyama. Plans for a collaborative project between the

Universities of Tokyo and Copenhagen were discussed and were further developed in 2009.

Collaboration between the Australian National University and the University of Copenhagen has been further promoted at several meetings between Prof. Kaarin Anstey, ANU, and Prof. Kirsten Avlund, University of Copenhagen. The first result of this was PhD student Natalie Chan spending two months at the University of Copenhagen during the spring of 2009. The outcome of her work has been submitted as a scientific article with co-authors from both universities.

Further, in September 2009 Prof. Don Byrne from the Australian National University visited the Faculty of Health Sciences, where he met with Dean Ulla Wewer, Ass. Prof. Erik Lykke Mortensen and Prof. Kirsten Avlund for discussions on possible collaboration. This has resulted in proposals for exchanges for PhD students between the two universities.

In June 2010, the Life Course Issue project group has arranged a workshop on Prevention in Old Age with Professor Thomas Gill, Yale University, as the keynote speaker.



Evolutionary Medicine

Prof. Stephen Stearns, Yale University, conducted a three month sabbatical at the Center for Social Evolution, Department of Biology, University of Copenhagen, in late 2008. On this occasion, he taught the first course in Evolutionary Medicine in

Copenhagen. The second course in Evolutionary Medicine for 4th year students in Biology, Molecular Biomedicine and Biochemistry is being run again in February-April 2010, with additional support from the Danish Velux Foundation. The Center for Social Evolution has firmly established this 4th year MSc course in Evolutionary Medicine.

Sean Byars joined the Center for Social Evolution in Copenhagen as a post doc to start up the Center's research program in Evolutionary Medicine. This initiative has been funded by an additional International Talent Recruitment grant from the Danish National Research Foundation to Prof. Jacobus J. Boomsma, the Director of the Center. Based on his experience gained in working with Stephen Stearns at Yale, Sean Byars is now initiating a large scale statistical analysis of diagnoses of mental disease in the Danish health databases to see whether correlations can be found with perinatal markers of genomic imprinting around birth.

The International Healthy Aging Network (iHAN)

We are making greater efforts to build IARU constellations by developing the International Healthy Aging Network (iHAN) as a part of IARU. This effort is being spearheaded by Dr. Albert Gjedde. The aim of iHAN is to create a network based on the research skills of mitochondrial molecular biology and energetics, of brain imaging and analysis and the application of novel biomarkers in cohort-based studies of mid to late-life aging.

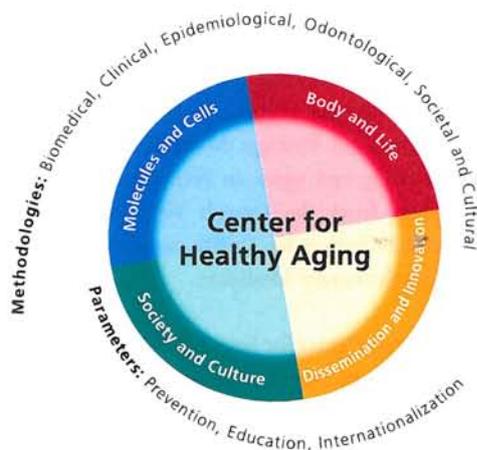
The organizing committee for iHAN held a meeting in Singapore (September 19-20, 2009) to initiate collaboration between researchers in Denmark (Copenhagen and Aarhus), Singapore (NUS), and Australia (ANU) and to draw up a proposal for a European Science Foundation Networking Grant. The aim of this meeting was to integrate the knowledge and expertise of researchers in geriatric medicine. Establishing a network of international researchers in this field will enable iHAN to incorporate some of the best resources available. The purpose of iHAN is to link experts in the field, foster international collaboration, develop young and early researchers and focus on bottom-up research. Attendees included Prof. Albert Gjedde, Prof. Lene Juel Rasmussen (CEHA) and post doc Ericka Peterson from the University of Copenhagen, Prof. Peter Little and post doc Esben Thade Petersen from the University of Singapore, Research Coordinator Anders Rodell and PhD Student Lynn Ho from Aarhus University, Denmark, and Ass. Prof. Marc Budge and Brain Research Fellow Andrew Janke from Australian National University.

There was a further meeting in Tokyo in March 2010 with delegates from Denmark and Japan in the context of a workshop organized by grantees from the Japanese and Danish Agencies of Science, Technology, and Innovation. The committee plans to hold meetings on collaboration strategies at all IARU sites every six months on average, with the next probably at U.C. Berkeley in the spring of 2011. The committee also hopes to continue its efforts by applying for relevant EU Seventh Research Framework Program Grants (FP7).

Research at iHAN is based upon three fundamental hypotheses, each of which relates to the substantial variation in overall energy consumption in the brain:

- That partial uncoupling of mitochondrial function and the resulting differences in individual energy production result in significant inter-individual differences in RONS (reactive oxygen and nitrogen species), damage and repair processes and that these differences contribute directly to variations in aging.
- That there is a direct relationship between inter-individual differences in brain energy utilization, brain morphology and/or activity.
- That there is a direct relationship between energy consumption in the brain and the aging process that can be established by aligning population-based observation of aging processes with measures associated with brain energy consumption.

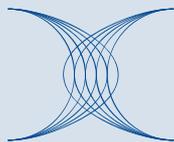
The Copenhagen Center for Healthy Aging (CEHA)



The Faculty of Health Sciences, University of Copenhagen, established the Copenhagen Center for Healthy Aging following a donation of USD 26m for the first five years from the Danish Nordea Foundation. The Center started operations in January 2009.

The vision of the Center is to promote healthy aging and general health in the aging population and to provide educational programmes for postgraduate students and scientists involved in research on aging. The Center expects to establish strong research ties with IARU partners involved in the IARU Ageing, Longevity and Health Project.

It is a pleasure to be able to report that Prof. Ian D. Hickson from University of Oxford joined CEHA on 1st January 2010. Ian Hickson has had a broad, longstanding involvement with the field of DNA repair and molecular aging and had made outstanding scientific contributions to the field. He has also shown that he employs a multidisciplinary approach in order to provide novel, original insights into the diagnosis and treatment of human diseases and aging. Prof. Hickson's main effort has been in the area of topoisomerases and RecQ helicases, proteins involved in guarding the genome against damage and instability. Both areas lie at the core of molecular aging and will be of immense benefit for the IARU network.



6.2 Regional Perspectives on Global Security

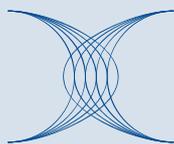
Reporting:	Australian National University
Leads:	William Tow (Australian National University)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	USD15,000 Proposal development ANU'08 USD1,925 Workshop related activity, Cambridge'06
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	The project has continued to develop without IARU central funding and has been successful in securing external funding. Several of the workshops have published papers.
Presidents' Meeting (April 2009)	Progress is noted.



6.2 Regional Perspectives on Global Security

Summary:

The Project has now been active for over two years (from the inaugural workshop in Canberra in March 2008). It has convened or co-convened nine major workshops and has produced several edited volumes and numerous scholarly papers which are now beginning to find their way into professional journals. It has involved nine out of ten of the IARU member universities participating in its various meetings and conferences. It has been especially instrumental in binding the security studies programs of ANU, NUS, Beida, the University of Tokyo and UC Berkeley – all of which focus on Asia-Pacific issue areas - into closer association and collaboration but has also drawn the University of Copenhagen into its programs at different intervals with meaningful outcomes.

Project update for 2009-2010:

Overall, 2009-2010 proved to be a successful year for the Project. Six workshops that it supported directly or indirectly were convened, a major co-edited book was published and a Visiting Scholars program was established. A major conference on asymmetrical security proposed to be held in Singapore last year did not materialise as funding was not secured. The Project is proceeding but it will be highly reliant on securing future external funding.

Several major events were convened under IARU co-sponsorship during this reporting period. Two workshops were held (one in Canberra and one in Tokyo) during March and September 2009 to assess how Australian and Japanese perspectives on their bilateral security relationship ‘spilled over’ to shape their policies toward regional and global order-building. Both workshops involved renowned scholars on national security and Japanese politics. The Canberra session incorporated videoconferencing technology, with Professor Kiichi Fujiwara delivering a presentation from the University of Tokyo to workshop delegates. This project has now been contracted for publication by the Palgrave/Macmillan press and will be co-edited by Professors Tow and Kersten from ANU. The *Australian Journal of International Affairs* will also publish four articles from the project in its first issue of 2011.

Australia’s Minister of Defence addressed the Canberra workshop delegates and guests. Japanese government officials and representatives from the Australian Embassy attended the Tokyo workshop and Australia’s Ambassador to Japan, Mr Murray McLean, hosted a dinner for the Tokyo workshop participants. The Australia-Japan Foundation has followed up with funding to incorporate findings of this workshop and related aspects of regional (Asia-Pacific) perspectives into a ‘virtual security’ classroom curriculum – a project to be led by Professors Tow and Kersten. Test runs of videoconference presentations by scholars from Keio University, the University of Tokyo and ANU will be conducted in May and September 2010 and plans are proceeding to conduct joint seminars on Asian security with Keio University, University of Tokyo, ANU, Thammasat University in Bangkok and possibly one or two other IARU partners during 2011. We are applying to the Australian Teaching and Learning Council for additional funding to manage the 2011 virtual security project.

Professor Fujiwara convened an IARU workshop 28-29 September 2009 to investigate 'Rethinking Security: new Realities, New Concepts'. The event was co-sponsored by The Japan Society for the Promotion of Sciences. Delegates from Australia (Professor Tow and Professor Kersten), the National University of Singapore (Associate Professor Bilveer Singh), UC Berkeley (Professor Steven Weber), the University of Copenhagen (Professor Ole Waever) and the University of Tokyo (Professor Fujiwara, Professor Yasunobu Sato) and other well known Japanese scholars of international relations participated. Topics considered included 'Regional Variations of Securitization', the 'Economy-Security Nexus' and 'New Security, Old Security'. Several papers prepared for this workshop with special emphasis on human security are now in revision stages and will be submitted to key international relations journals.

On 29-30 October, the University of Copenhagen hosted a workshop – 'Securing Knowledge About the Danger' co-sponsored by the Centre for Advanced Security Theory (CAST). The CAST is an 'interdisciplinary academic project placed at the Department of Political Science, University of Copenhagen aiming to bring together researchers from a wide range of disciplines to explore, compare and refine the methods, concepts and principles, each discipline uses in assessing its kind of threats, dangers and risks.' Professor Ole Waever organized this event and representatives from ANU, NUS, ETH Zurich and the University of Tokyo participated while a number of Danish government officials and scholars from other European universities were also involved. A complete program breakdown is available at http://cast.ku.dk/events/cast_conferences/securing_knowledge_about_the_danger/. This conference addressed many of the multidisciplinary paradigmatic concerns initially raised at Cambridge University in late 2006 where the Security Project was initially conceptualised.

There were two Security Project-related events in early 2010. On 1-2 March, the Project co-sponsored a group of ANU and Australian security scholars meeting with South Korean counterparts to discuss arms control and order-building problems on the Korean peninsula. The South Korean Ambassador to Australia delivered this workshop's keynote address. An extensive co-edited volume on Australian-ASEAN-Indian common security concerns published by the Institute of Southeast Asia Studies (ISEAS) in Singapore and emanating from an ISEAS-IARU-CEPS (the Australian Research Council's Centre of Excellence for Policing and Security) collaboration was published and disseminated at the beginning of the year.

The Security Project has also been closely affiliated with the MacArthur Foundation's Asia Security Initiative (ASI) involving scholars from Peking University, the Australian National University, the National University of Singapore and UC, Berkeley. Professor Tow has led the ANU's effort in this regard and has convened four 'focus groups' to address key contemporary problems of Asian regional security architectures, alliances, economic-security relations and arms control. Again, IARU scholars have played a key role in this initiative with the University of Peking serving as 'Track I' leader for the entire project and with the ANU, the University of Tokyo, UC Berkeley all serving as principal investigators in the MacArthur ASI's work on regional order-building and the NUS undertaking critical research in energy security politics.

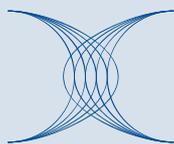
Two Visiting Fellows were hosted by the ANU during 2009: Professor T.J. Pempel from UC Berkeley (July-August) and Associate Professor Bilveer Singh from NUS (July 2009). Both traveled widely throughout Australia during their residencies and spoke to other Australian universities about their research interests. Professor Singh's insights on regional counter-terrorism and asymmetrical security were much coveted by various Australian government agencies and his seminar to ANU's masters coursework students was among the best attended in recent years. He will be returning to the ANU as an IARU Security Project Visiting Fellow from July-September 2010 and will be a major liaison for that Project as the IARU Secretariat transfers from the Australian National University to the National University of Singapore.

Future directions:

A special session of the Project Executive was convened on 28 September 2009 at Tokyo University. The Project strategic plan incorporated a major conference on asymmetrical security to convene at NUS in mid-2010. This was scheduled to build on the results derived from the October 2008 workshop on asymmetrical security convened at that institution and to attract the involvement of both key analysts and policy practitioners in such areas as counter-terrorism, drug enforcement, cyber-war, pandemic controls, forced peoples' movements and climate change. The Project Executive saw this as a good opportunity to work closely with Singapore's policy-making community involved with asymmetrical security issues to fulfill the mandate of "developing shared positions on key public policy issues". CEPS offered \$A25000 to help underwrite the cost of convening a combined CEPS/IARU conference (this would have been CEPS' annual conference for 2010) if matching funding could be found but unfortunately no matching funds were secured.

One of the major purposes of Dr Singh's visit to the ANU later this year is to work with Professor Tow to ascertain other ways to support the life and activities of the Project. It is unclear to what extent Project activities and research will be able to continue at a pace and breadth experienced to date. It is also evident that new leadership needs to be identified and integrated into the Project, perhaps leading it toward adopting different conceptual directions. In this context, the Project Executive Committee is most interested in expanding the scope of Project participation, in terms of involving more IARU institutions (to date, Copenhagen and UC Berkeley have been the primary participants in this Project outside of Asia) and younger colleagues from IARU partners who work in the security studies field.

The involvement of younger scholars can help to inject fresh ideas and energy and maintain the momentum generated to date in this Security Project.



6.3 Culture and Citizenship: Towards a New Civic Pluralism

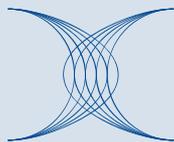
Reporting:	Australian National University
Leads:	James Piscatori (Australian National University)

Document type:	√	Progress update
		Workshop
		Discussion paper
		Project proposal
		No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	up to USD15,000 for workshop activity (Presidents' Meeting '08) - unspent
Funding requested (\$US):	

Previous recommendations:

Senior Officers Meeting (October 2009)	ANU reported that preparations for this workshop (2-3 November 2009 in Copenhagen) were proceeding well.
Presidents' Meeting (April 2009)	Progress is noted.



6.3 Culture and Citizenship: Towards a New Civic Pluralism

The workshop, Culture and Citizenship: Towards a New Civic Pluralism, was held in Copenhagen on 2 November 2009. The workshop was co-sponsored by the Centre for Arab and Islamic Studies, Australian National University, and the Centre for European Islamic Thought, University of Copenhagen. Participants from Cambridge University, the University of California at Berkeley, the National University of Singapore, the University of Copenhagen, and The Australian National University took part. The University of Tokyo participant was unfortunately unable to participate in the end. One doctoral student from Copenhagen and one post-doctoral student from Singapore also participated in the meeting.

There were five working sessions covering such topics as culturally defined citizenship rights, multiculturalism, migrant workers, and religious diaspora. Specific examples were drawn from such diverse cases as Latin America, North America, Europe, Singapore, and Australia.

Several broad themes emerged from the discussions:

- Citizenship is undergoing a number of transformations, not least in scale. That it is more than a national matter is not subject to dispute, and it is clear that a form of transnational citizenship is gaining currency. But the degree to which there is now global citizenship is less settled.
- Citizenship, while broadening in scope, also relates to more than legal rights. In the case of Europe, as Gastarbeiter moved to citizenship through definable stages, it soon became clear that questions of citizenship have affected social cohesion, national identity, and political participation. Land rights, affirmative action, and corporatism, as in Latin America, join legal pluralism as subjects of contention. The case of Singapore further provides the cautionary note that minorities may be accorded 'ethnic space' so long as they do not disturb the 'political space' of society.
- Multiculturalism, which has predominated in societies such as Australia and Canada, been moderately successful in countries such as Britain and the United States, and been weakly present in countries like Denmark, is thought to be generally under attack. Critics object to it, in part, because it privileges communal over individual rights, but also because it seems relativistic, as in Latin America where the term *interculturalidad* is preferred. In addition, multiculturalism is sometimes thought as reifying difference and creating a kind of ghettoisation. Moreover, both the Left and the Right, though for different reasons, have often suggested that it undermines social cohesion.
- The way societies deal with minorities, and in particular immigration, affects social trust. Whereas some argue that social capital declines as immigration increases, others find the relationship less certain and argue that support for immigrants does not necessarily undermine majority confidence. What appears to be important, at one end of the spectrum, is public recognition that cultural differences are valid and, at the other end, institutionalised

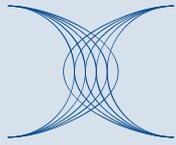
avenues to social justice. ‘Deep citizenship’ requires at least the mutual recognition of the majority and minorities place in the community, and while structures of tolerance are clearly needed in any society, avoiding ‘factories of fear’ in the minds of ordinary citizens becomes an important social goal.

- As societies grow increasingly diverse, categorisation becomes critical. It sometimes serves as an instrument of control, particularly in authoritarian societies; at other times, it flattens out different ethnicities and combines people together into convenient shorthand descriptions – ‘Muslim’ for example – with presumably common outlooks and positions. Agency is diminished in the process, and we may thus overstate the importance of cultural or religious uniformity, such as when trying to explain the specifically Danish Muslim reaction to the cartoons crisis by reference to supposed common membership in a ‘religious diaspora’. Yet, over the long run, cultural branding may well have some effect; second and third generation Muslim youth, having been told they are Muslims foremost, may well feel more attached to ‘Islamic’ issues such as Palestine or Afghanistan than their parents did.
- State-society relations, while in flux and frequently renegotiated, have not led to a significant diminution of state power. The problem of how to accommodate minorities without encouraging a simultaneous fragmentation of society confronts both democratic and authoritarian state elites, and as they seek to resolve the matter through various policies – a minimalist kind of tolerance, assimilation, or some form of consociationalism – their power is largely reaffirmed. Whether challenged from below with the augmentation of civil society, as is occurring in America and Canada, or above with the creation of transnational or global institutions, as may be happening in Europe, the state is unlikely to disappear and will therefore remain one of the most important sites, if not the most important site, of contestation over both citizenship and multiculturalism.
- As academic and policy debates continue to swirl over the linkage between citizenship and culture, the possibility that they are mutually constitutive to some extent is worth consideration. Just as Muslims have reformulated their views over the *hijab* and *burqa* in the universalist language of equality of rights, for instance, so too several Western societies have adapted to Muslim claims with regard to schooling, employment, and legal protections. But the xenophobic responses that we have witnessed in Europe and North America also remind us that the inclusion of minorities and the fostering of civic pluralism scarcely involve linear progression.

It was generally agreed that the best way forward after such rich discussions would be to consider holding a doctoral workshop. The need to bring together young scholars working on aspects of topics covered would help to stimulate concern with larger issues and to encourage the development of wider research networks. All too often doctoral students remain preoccupied with the specific aspects of their work and lack the opportunity to situate their particular research in a more comprehensive framework or to meet individuals working on similar and related themes. Two consortium members, the University of Copenhagen and the National University of Singapore, have shown an interest in taking the doctoral workshop idea forward.

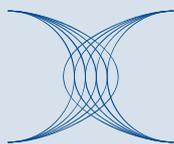
In addition, the possibility of a conference book was discussed, but it was felt that a final decision could not be made until a wider circle of potential participants could be consulted. However, several papers from the workshop could be published as journal articles. It was agreed that individual participants would seek the best placement for their work and that they would acknowledge the support of IARU in the final published form.

The co-sponsors of the Copenhagen workshop are grateful to the Presidents of the IARU for making such a rewarding meeting possible.



Session 7: New Initiatives

- 7.1 Value of Research-Intensive Universities
- 7.2 Alumni Associations' Summit
- 7.3 IARU School of Global Governance Proposal
- 7.4 Staff Exchange
- 7.5 Student Conference on Conservation Science Beijing



7.1 Value of Research-Intensive Universities

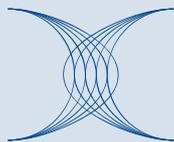
Reporting:	National University of Singapore
Leads:	Barry Halliwell (National University of Singapore)

Document type:		Progress update
	√	Workshop
		Discussion paper
	√	Project proposal
		No document tabled
Action required:		For information only – no further action required
	√	Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	USD15,000

Previous recommendations:

Senior Officers Meeting (October 2009)	
Presidents' Meeting (April 2009)	



7.1 Value of Research-Intensive Universities

The value of Research-Intensive Universities to Society and National Economy

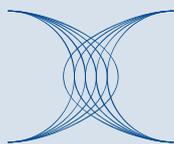
Background

For decades and, in some cases, centuries, the IARU Universities and their partners have fostered excellence in research, education, and service. Yet in most, or all, of our respective countries there is a growing cry to justify the expenditure on research, education and Universities generally in terms of economic benefit. “We have invested x hundred million, and what did we get?” is a common question. Berkeley, Cambridge and NUS are among those who have attempted to quantify the economic and other benefits of the University to their region and country, taking somewhat different approaches in each case.

Following the discussion on this topic at the IARU Senior Officers meeting in October 2009, it seems to us that there would be a value in interested IARU members joining together to explore methodology in quantifying economic and social benefits of research-intensive Universities, to evolve (if possible) an optimal approach(es) and to articulate as a group the value of research-intensive Universities to our individual countries and globally.

Workshop Proposal

NUS would, therefore like to propose a workshop in 2011, to be held in Singapore. Potentially, those universities that have undertaken this exercise might be invited to share their methodology, with open discussions to follow about the value, necessity and methodology of such exercises, and the potential for individual and collective statements to stakeholders.



7.2 Alumni Associations Summit

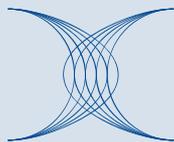
Reporting:	University of Cambridge
Leads:	Mark R. Dollhopf (Yale University) Nathalie Walker (University of Cambridge)

Document type:		Progress update
		Workshop
		Discussion paper
	√	Project proposal
		No document tabled
Action required:		For information only – no further action required
	√	Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	USD 15,000

Previous recommendations:

Senior Officers Meeting (October 2009)	<p>The Summit was organised in response to the successful alumni leadership programs held at ANU and Today. The aim was to bring Alumni directors together to share experiences and successful models in this area.</p> <p>Yale's understanding was representatives from seven IARU institutions attended the summit in New Haven. It is anticipated that the group will report back to Senior Officers if "next steps" had been identified.</p>
Presidents' Meeting (April 2009)	



7.2 Alumni Associations Summit

Introduction

In October 2009 alumni directors from seven of the IARU institutions met at Yale for the first Alumni Associations Summit. Building on successful bilateral partnerships in the past all present agreed that this meeting of minds proved extremely valuable and should be repeated on an annual basis. Not only were the formal discussions invaluable, but also the experience of being welcomed to another institution as we might welcome our own alumni 'home' helped to remind each of us of the most basic principles of alumni relations and hospitality. In 2010 alumni directors, along with other senior colleagues, will visit Cambridge for the second Annual Summit.

Thanks to the generosity of the Association of Yale Alumni costs for the 2009 Summit were subsidized. However, we hope that IARU may be able to offer support for the 2010 Summit to ensure that all institutions are able to participate, and to recognize the valuable contributions which alumni can play within their respective institutions.

Historically a number of IARU institutions have made significant investments in alumni relations, while other universities have nascent or newly emerging programs. In any case, all of the institutions recognize that alumni associations are key to successful advancement and development efforts so vital to the long term financial health and growth of our respective institutions. The universities comprising the IARU have successfully established joint programming opportunities for faculty, staff, and students, but have yet to fully engage in appropriate shared programs for alumni.

The primary aims of the Summit are:

1. To share best practice in alumni relations
2. To identify and discuss major challenges facing all of us and to find effective (and economical) solutions
3. To look for opportunities to collaborate where this will add greater value to the 'home institution'
4. To expand intercultural awareness of alumni directors and staff, and to develop and sustain international collaboration
5. To bring together alumni from like-minded institutions in unique networking activities
6. To take time out from the day-to-day 'grind' in order to reflect on available opportunities by experiencing a partner institution as a showcase.

In recent years IARU alumni directors have collaborated on international leadership exchanges (Yale with ANU and Today), educational travel (ANU and Cambridge, and now in 2010 all IARU universities and Cambridge) and as a result of the 2009 Summit discussions are underway for shared volunteer development activities in Europe and Asia. The value of sharing skills, expertise and regional knowledge is already proving invaluable in the support of global alumni networks. It is our ambition that this Summit will become an annual focal point for cementing and enhancing these possibilities.

Basic Facts

What

The 2nd Annual IARU Alumni Associations Summit

Purpose

To benchmark best practices in alumni relations, solve shared problems and to discuss ideas for collaborative alumni initiatives.

Where

Magdalene College, Cambridge, England, and the Oxford and Cambridge Club, London, England.

When

Tuesday 12 October to Friday 15 October 2010. A proposed itinerary and agenda appear on the following pages. An alumni event for alumni of all IARU universities will be held in London on Saturday night (16/10).

Who

We welcome alumni association directors and any other additional university staff members that have an interest in learning about alumni relations at the IARU institutions (max 2 per institution). The sessions will be aimed at professional staff rather than volunteers, although we would certainly welcome any volunteer-leaders who wanted to attend.

An Alumni Event will be organized in London for alumni of all IARU universities on the Saturday evening.

Hosts

Nathalie Walker, Head of Alumni Relations, University of Cambridge
Peter Agar, Director of Development and Alumni Relations, University of Cambridge

Cost

Proposed costs are detailed in the attached budget. The Alumni Directors of the IARU institutions are hoping that IARU will be able to allocate around £9200 (USD14,000) to support this summit, and thereby reduce the cost of participation, and also the costs to the host institution.

£9200 (USD14,000) would ensure that either all institutions could send two people to the Summit if they were willing to cover the costs of accommodation and travel. It is worth noting that at least one university has already expressed concern that they will be unable to attend owing to financial constraints.

All travel to and from Cambridge would be at the participant institution's/ participant's own expense.

Proposed Topics for Discussion

Best practices in alumni relations

Each institution will showcase one or two key successes from the past year – either innovations or ongoing programmes – which they believe could be of interest to assembled others. Speakers will ideally identify their topics in advance so as to avoid duplication and maximize the opportunities for new ideas. Topics might include:

- Alumni governance structures
- Alumni communications – magazines, newsletters, internet and mail
- Reunions, conferences, and special events
- Regional or “club” alumni networks
- Social networking
- Benefits offered by institutions to alumni
- Student mentoring programs
- Career counseling for alumni programs

Challenges we all face

Although several key challenges have been identified within the programme for discussion, participants will be given the option to elect their preferred issues for discussion, and dependant on numbers multiple sessions may run concurrently.

- Budget challenges and allocation of resources
- Volunteer cultures – why alumni volunteer or not
- Shared interest and affinity groups
- Motivating staff after a major anniversary/ change
- Role of alumni associations vis-à-vis fundraising and development
- Cross campus partnerships
- Raising awareness and gaining allegiance of senior management/ institutional leadership

Opportunities for future collaboration

Several initiatives are already underway which will be reported on for the benefit of other universities not yet engaged with these. Subsequent opportunities for collaboration will also be identified. These might include:

- Reciprocal educational opportunities
- IARU alumni day
- Specific activities that could be shared
- Staff exchange programmes

Draft Agenda

Tuesday October 12, 2010

(Additional activities can be arranged for those visiting Cambridge for the first time)

From 2:00 PM **Arrivals and Check in**

Hotel: Arundel House Hotel, Chesterton Road (or River Hotel – opening June 2010)

6:45 PM

Opening Dinner, introductory welcome and ice-breaking!

Corpus Christi hosted by Stuart Laing, Master of the College and Deputy-Chair of the Alumni Advisory Board (including talk from Stuart on 'from volunteer in the field to master of a college – a former British Ambassador tells all (or all that he is allowed)').

Ice breaker: Bring an object or a picture or tell a story that describes your University and what makes it special or unique to you to share with your dinner companions.

9:30 PM

Close

Wednesday October 13, 2010

8:30 AM

Coffee and tea available at Cripps Court, Magdalene College

9:00 AM

Flagship Activities: University Presentations Part I

Cripps Court, Magdalene College, Chesterton Road, Cambridge

Each university will be afforded 10 minutes to present a flagship activity and ten minutes to answer questions on their topic. Ideally, colleagues will submit their topic in advance to allow for appropriate scheduling.

Presenters:

1. University of Cambridge
2. Yale
3. National University of Singapore
4. University of Tokyo
5. ETH Zurich

10:45 AM

Break

11:15 AM

Flagship Activities: University Presentations Part II

Presenters

6. University of Oxford
7. Australian National University
8. Peking University
9. Copenhagen University
10. Berkley

1:00 PM

Lunch at Magdalene, joined by students from the **Rising Stars** programme

<http://www.admin.cam.ac.uk/offices/communications/community/star/>

- 2:00 PM **Tour of Cambridge**
Guided walking tour of Cambridge
- 3:30 PM **Alumni Relations beyond the global economic crisis – A Cambridge Perspective** (title TBC)
Mr Peter Agar, Director of Development and Alumni Relations
With subsequent discussions this speech will set the context of the challenges faced by alumni relations including integration with fundraising, tightening budgets and winning the support of institutional leadership.
- 5:00 PM Break
- 6:00 PM Meet at hotel for River Walk to Goldie Boat House
- 6:30 PM Drinks and informal dinner
Location: CUBC Captains' Room, Goldie Boat House (TBC) and then 'The Punter' (English gastro-pub)
- possible talk on the importance of sport to alumni/ importance of major student engagement (and possible opportunity to meet student rowers)

Thursday October 14, 2010

- 8:30 AM Coffee and tea available at Cripps Court, Magdalene College
- 9:00 AM **Shared challenges Part I**
Topic: Managing and motivating staff; securing the resources you need and then keeping hold of them!
Discussion Leader: Choo Soo Teo, National University of Singapore
- 10:45 AM Break
- 11:15 AM **Shared challenges Part II**
Topic: Building and sustaining cross-campus partnerships: How much should we 'do', and how much should we 'facilitate'?
Discussion Leader: Nathalie Walker, University of Cambridge (or a.n. other volunteer!)
- 1:00 PM **Guided tour**
of either St. John's College Library and then lunch with Johnian volunteers
OR of Wren Library at Trinity then lunch with Trinity volunteers (in canteen)
- 13:00 PM **Shared challenges Part III**
Topic: The engagement of institutional leadership to integrate alumni relations throughout an institution
Leader: TBC
- 4:45 PM Break
- 6:30 PM **Drinks Reception and Dinner**
Host: Dr Jennifer Barnes, Principal of Murray Edwards College and Pro-Vice-

Chancellor for International Relations discussing either
'What's in a name: The alumni response to changing the name of their college' or
'The importance of global alumni networks to research led universities'. (title
TBC)

Location: Murray Edwards College, New Hall, Cambridge

Friday October 15 2010

- 8:30 AM Coffee and tea available at Cripps Court, Magdalene College
- 9:00 AM **From a challenge to a shared opportunity**
Topic: How to make the best use of volunteers (or how to create a global corps of advocates)
Discussion leader: TBC (Yale – looking at YaleGALE activities and Cambridge vision for 'Insider Day comes to Asia')
- 11:00 AM Break
- 11:30 AM **Brainstorming: Opportunities for future collaboration**
Building on ideas from the 2009 summit (and no doubt from discussions throughout this summit), what do we want to take away and deliver, and where can we see opportunities for collaboration?
- International staff development opportunities
 - How to build a truly global network
- 1:00 PM Lunch at West Cambridge:
How it works to 'bring people back' to somewhere that didn't exist!
Balancing emotional connections with inspirational futures.
An informal discussion over lunch using the 'new surroundings' of Cambridge's newly built (and still under development 'West Cambridge site', an academic and research environment for the University's physical science based faculties.
- 2:30 PM **Brainstorming: Opportunities for future collaboration** (possibly at West Cambridge)
- World alumni day/ world alumni tours / shared educational travel
 - Other ideas arising from the conference
- 4:00 PM FORMAL CLOSE OF SUMMIT**
- 4:30 PM *Optional punting to King's College*
- 5:30 PM Evensong at King's College
- 6:30 PM Informal finale dinner followed by whisky/ port/ wine tasting (hosted by Cambridge Wine Merchants)

Saturday October 16, 2010

(Departure to London for IARU alumni event)

- 8:00 AM Breakfast
- 9:00 AM Optional entertainment: Punting along the Cam
Join a chauffeur “driven” punt along the river see the backs of the colleges with a guided tour of the history of the city.
- 10:15 AM Depart for London
Travel by bus
- 12:00 PM Arrivals and Check in
Oxford and Cambridge Club, Pall Mall, London
- 12:30 PM Free Time: Shopping and Sightseeing!
- Possible tour of Chatham House
 - Opportunity to arrange London based meetings
- 6:30 PM **Reception for IARU Alumni in London**
Oxford and Cambridge Club, Pall Mall, London
- 8:30 PM Farewell dinner for IARU colleagues
Oxford and Cambridge Club (or informally elsewhere)

Sunday October 17, 2010

(Departures on your own or participants can opt to extend their stay at the accommodation.)

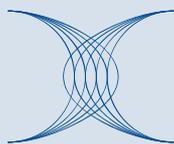
Proposed budget

Assumption is that every IARU institution sends two participants (20 participants)

Item	Estimated Costs
Conferencing costs (Cambridge facilities)	£2400
Lunch/ dinner for participants	£4000
Additional meal costs for hosts/ student participants etc,	£600
Additional activities	£1000
Transport to London alumni event	£500
Alumni event venue hire	£700
Total	£9260

Estimated cost of Summit per participant: £460

Total cost to support Summit: £9200 (around USD14,000)



7.3 IARU School of Global Governance

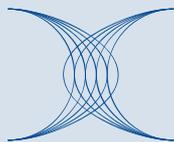
Reporting:	ETH Zurich
Leads:	Margrit Leuthold (ETH Zurich)

Document type:		Progress update
		Workshop
		Discussion paper
	√	Project proposal
		No document tabled
Action required:		For information only – no further action required
	√	Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	USD 15,000

Previous recommendations:

Senior Officers' Meeting (October 2009)	
Presidents' Meeting (April 2009)	



7.3 IARU School of Global Governance

IARU Initiative ‘Global Governance’: A proposition of ETH Zürich

The recent financial crisis, the grand global challenges lying ahead of us (food and water security, climate change, megacities etc.) demonstrate that a globalised world needs a substantial reinforcement of global governance. Many actors are already involved, but universities as places of intellectual and political freedom can play an important role.

IARU universities with their knowledge, intellectual potential, and cultural diversity would be an excellent (think) tank to develop new ideas and actions.

Therefore, ETH Zurich proposes to launch an ‘IARU school of global governance’ to address questions in the following three main categories:

1) The Global Governance of Tertiary Education.

Education is increasingly becoming an issue of international governance. The Bologna process is the most prominent example in Europe. What are the developments in the global governance of education (beyond Europe)? What instruments and forms of governance are available or conceivable? (So far, the international governance of education is dominated by soft and decentralized forms of governance). How effective and legitimate are these forms of governance? And what is the role and influence of universities in shaping the agenda of global governance beyond intergovernmental cooperation?

2) Global Governance in a Multipolar World.

Most of the institutions of global governance we have today have been established in the post-World War II period under the influence of the USA and its paradigm of “liberal internationalism” or “liberal multilateralism”. Currently, the international system is moving in the direction of multipolarity where the US is faced with new, rising powers such as China, India, Brazil. How does this ongoing power shift shape the forms, practices, issues, and performance of global governance institutions? Does the shift in power relations affect the underlying paradigm of global governance institutions? What can be done to achieve a smooth transformation of these institutions, one that reflects the new multipolar order without disrupting the functioning of these institutions?

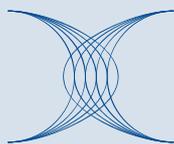
3) Democratizing Global Governance.

The organizations of global governance have significantly increased their authority over the past decade. However, this has mainly happened in an executive-dominated and legalistic way. As a reaction to this technocratic model of global governance, we see a certain backlash. Global governance is becoming more politicized, social movements mobilize against international organizations, and ask for more “democracy”. Which models for more demo-

cratic legitimacy are available for global governance institutions? How have these institutions reacted to the challenge? What are the venues of, and obstacles to, democratic reform of global governance institutions?

ETH Zurich seeks for a feedback to this proposition for a new initiative. Although the theme does – at first sight - not belong to the core research activities of a technical university like ETH, we do nevertheless think that the underlying questions are so fundamental, that every university should care about it. And ETH has some very prominent faculty members in this field, who are willing to move this initiative forward. If the majority of IARU universities are supportive, ETH Zurich would take the lead to develop together with IARU partners a framework proposal of how to tackle this subject.

A first action would be a workshop / brainstorming session with prominent experts from the IARU partner universities in 2011, organized by ETH Zurich.



7.4 Staff Exchange

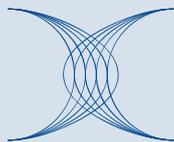
Reporting:	Australian National University
Leads:	Darren Brown (Australian National University) Heather Bell (Oxford University)

Document type:	√	Progress update
		Workshop
	√	Discussion paper
		Project proposal
		No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	The meeting agreed that formalisation of a staff exchange program was not required at this stage, however the IARU website should employ stronger wording to encourage staff to pursue spending time at an IARU partner on exchange or through a non-reciprocal visit.
Presidents' Meeting (April 2009)	



7.4 Staff Exchange

Summary

In the past year, some IARU partners have experimented with staff exchanges. Oxford and ANU exchanged staff members (one each) in their international offices. Oxford also hosted an ETH Zurich staff member for the summer. All the participants have learned a lot – about one another’s institutions and about the process of exchange – through these experiments. We think that this is an activity that IARU should encourage.

This year’s experiments

a. Oxford-ANU

A member of the International Development team at ANU found that she was going to be in Oxford for a year, accompanying her partner during a year of doctoral study abroad. ANU approached Oxford about the possibility of a year-long staff exchange. The head of Oxford’s international student advisory service jumped at the chance to spend time abroad and to learn more about how ANU addresses a wide range of international student issues. The participants moved to their new institutions in January 2009. Each institution is ultimately responsible for the salary of their own employee (though for a variety of reasons, ANU has put the Oxford employee on its payroll, with Oxford reimbursing). The ANU employee found her own housing in Oxford; ANU assisted the Oxford employee in getting on-campus housing.

b. Oxford-ETH Zurich

The head of the Lektors office at ETH-Zurich was switching jobs in the autumn of 2009 and planned to spend the summer (three months) in Oxford improving her English at a local EFL (English as a foreign language) school. Her classes were in the morning and she was interested to work in the afternoons, as a way of meeting people and further improving her English. She joined the International Strategy team as a volunteer – there was no budget to pay her – and ended up joining the team as a paid member for the past month. She worked initially on welcoming IARU interns to Oxford, and on bringing her ETH Zurich experience to bear on a project on international academics, before moving to general office management.

Why we think staff exchanges are a good idea

The exchanges have proven a great way to do three things:

- Learn about one another’s institutions
- Strengthen ties between our institutions
- Provide an interesting professional development opportunity for our staff.

Having someone from another IARU institution in the same office provides constant learning about how another leading university does things: the staff member on exchange is constantly comparing and contrasting. In the same way that our students have experienced different teaching methods through the GSP, staff exchanges expose partners to different institutional models for doing just about everything (e.g., communication, devolution of responsibilities, budgeting, strategic planning, international activities). Staff exchange helps to deepen engagement between IARU partners by providing a stronger understanding of the context in which we operate and the different challenges we face. It also creates strong personal relationships: staff members on exchange create friendships and working relationships with their hosts at the IARU partner university. Finally, an exchange provides a great professional development opportunity for administrative staff. Professional development for administrators at many of our universities is poorly developed. A change of scene and the opportunity to discover a whole new way of doing things can be tremendously valuable. It could also provide important institutional professional development: for example, if one partner university is planning to implement a computer system already used at another partner university, exchanging staff can help one institution benefit from the experience of the other.

The staff who participated were very positive about the experience.

Lessons learned

The main lesson learned is: things are not always as easy as they seem or perhaps should be. All those experienced in things international will not be surprised to learn where the issues arose.

- a. Visas
 - It helps if the exchangee is a citizen of their 'home' country – tends to make visa issues easier although visa issues will be different in different countries.
- b. Tax
 - It helps if each institution continues to pay their own staff member – makes tax, superannuation/pension and increment arrangements easier too
 - Tax status needs to be determined and tax file numbers issued if being paid by the host institution
- c. Role and performance expectations
 - It helps if it's a swap of comparable positions
 - Job descriptions and role statements should be clear from the start
 - Have clear guidelines/agreement between institutions and the exchangees on how to deal with work performance or other work issues
 - If agreements are to be signed (and it is probably preferable they are) this should happen before the exchangees arrive at their host institutions
 - Consider training requirements and learning outcomes/personal development plans at the start of the exchange and monitor throughout to ensure that staff are getting the best out the experience.
- d. Compensation and accommodation
 - Be clear on compensation available for settling in/re-location to new accommodation and for having to rent out a house.
 - Ensure that every assistance is provided at a sufficiently early stage to secure affordable and convenient accommodation

- e. Timelines
 - Be clear on start and end dates
 - Allow the exchangees flexibility to take some leave during the exchange and particularly at the start and/or end of their term
- f. Other issues
 - Health insurance – do reciprocal health care arrangements apply?
 - Intellectual property issues can be tricky and institutions can have very different views on how IP should be treated.

We did face some issues and challenges and learnt a lot along the way but as much as formal agreements are important, this exchange worked because of the goodwill between our institutions, the strong level of trust and a desire to make this work for our institutions and our staff.

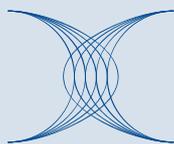
One should not underestimate that these exchanges can be a lot of work to set up but once we have learnt the pitfalls and can share those experiences with one another, these kinds of exchanges will allow us to understand each other better and build an even greater level of mutual trust.

For the future: Be more strategic

These arrangements have been largely reactive – creating an exchange opportunity around someone’s personal circumstances. There is nothing necessarily wrong with this per se, and it has in fact been very useful to try this out. Ideally, staff exchanges would be strategic, adding value to both sending and host institutions.

Ideally, and in the same way that we seek to send our best students on GSP, we would send our high-performing staff on exchange, who will make a significant contribution to their organisations and who will foster greater institutional sharing of best practice, and who can contribute to a partner institution.

We do not think it is useful at this stage to create anything more formal. But we think it would be interesting for IARU institutions to identify 1-2 people or areas where they think they might benefit from an exchange of staff, and open the dialogue with IARU partners.



7.5 Student Conference on Conservation Science Beijing

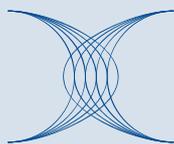
Reporting:	Peking University
Leads:	Lu Zhi (Peking University)

Document type:		Progress update
		Workshop
		Discussion paper
	√	Project proposal
		No document tabled
Action required:	√	For information only – no further action required
		Presidents' endorsement requested
		Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	

Previous recommendations:

Senior Officers' Meeting (October 2009)	
Presidents' Meeting (April 2009)	



7.5 Student Conference on Conservation Science Beijing

The proposed Student Conference on Conservation Science (SCCS) Beijing is a sister conference to SCCS-Cambridge. SCCS-Beijing will focus on attracting students primarily from Greater China Region and SE Asia countries.

Background

The Student Conference on Conservation Science, initiated by the Zoology Department of Cambridge University with support from multiple conservation agencies, is the only international conference aimed entirely at students. It also provide practical training and helps young conservation scientists gain experience, learn new ideas and make contacts that will be valuable for their future careers. Over the past 11 years, the Cambridge University has hosted over 1,750 delegates from 108 countries worldwide. SCCS has become a significant event among young conservationists worldwide.

With the fast development in past 30 years, China has a high demand on conducting more researches in conservation science and building capacity on conservation practice. A platform such as a student conference on conservation science would be an excellent opportunity for enhancement. However, most of the young conservationists in China have little access to the SCCS-Cambridge mainly due to two reasons: finance and language.

In 2007, Professor Lu Zhi from Peking University Center for Nature and Society was invited by SCCS to deliver a keynote speech. During the conference, a discussion was initiated with Professor Andrew Balmford on the potential of running a sister conference in China to meet the great interest from the region. This conversation continued and reached a preliminary agreement in July 2009.

The preliminary agreement simply covered two issues:

- Andrew Balmford on behalf of the SCCS-Cambridge will provide technical support to Lu Zhi on behalf of Peking University on setting up a SCCS-Beijing, which is expected to be started in 2011.
- Both sides will work together to raise necessary funds and build broader partnership to support SCCS-Beijing.

A parallel discuss with Nigel Leader-Williams from Cambridge Conservation Initiatives was also conducted.

Proposed Conference Programme

The conference programme will be modelled fairly closely on that of SCCS-Cambridge, and will consist of plenary talks by invited speakers, student talks, student poster sessions, capacity-building workshops and social activities.

Plenaries

There will be one morning plenary on each of the three days of the conference. These will be focused on conservation research and its application to conservation practice. In addition, there will be one evening plenary, which will be by an eminent conservationist. This is meant to be not a research talk, but rather a more informal and no-holds-barred “opinion” talks on conservation science, practice or policy. Of the four plenary speakers, one (or at most two) will be from China, one or two will be from other countries in South and South-east Asia, and at least one will be from the rest of the world.

Student talks and posters

There will be between 30 and 50 student talks. Most other participants will present posters. Talks will typically be in the mornings and early afternoons, poster sessions in the afternoon. All posters will be on display throughout the conference and, to facilitate interaction, other events like tea breaks and lunches will be arranged in the poster hall.

Workshops

There will be 7-9 workshops, each lasting 1.5 hours, which will be conducted in parallel batches in the afternoons. The goal of the workshops is capacity-building in terms of training in basic conservation and research skills and well as introductions to new ideas, concepts and techniques in conservation science. Workshop leaders will be drawn largely from China, with others from other regions such as Hong Kong, Taiwan, Singapore and South-east Asian countries.

Possible workshop topics:

- Designing a research project
- Raising funds
- Research communication (paper, presentations, posters)
- Conservation genetics
- The use of GIS in conservation science and practice
- Citizen science for conservation
- Measuring the impact and effectiveness of conservation interventions
- Emerging areas in conservation science
- Social science and conservation
- Finding and applying for jobs in Conservation

Other activities

A session similar to the “Who’s Who in Conservation” session at Cambridge will be arranged. For this, academic departments, NGOs and government departments working in the field of conservation will be invited to bring posters and other material describing their work and possible employment opportunities. Representatives from participating organisations will be present to interact with student participants. In addition we will have one or two round-table discussions on topics like conservation in industry, conservation science and conservation practice, conservation and livelihoods, and so on.

Social activities

There will be a pond-side dinner and party on one of the nights of the conference at the National Centre for Biological Sciences. Other possible social events being explored include organising a football match, and a post-conference field trip.

Student delegates

The conference will aim to have 100 regular student participants (roughly 70 from China, 30 from elsewhere). Students are defined here as early-stage researchers, ie undergraduates and above, but not beyond two years post-PhD. Those working in the social sciences are encouraged to attend. Although we anticipate that most participants will be Masters or PhD students, we encourage participation from all early-career researchers, whether or not they are registered for an academic degree. Participants will ordinarily be below 35 years of age.

Selection of participants

Since this is a conservation science conference, participants should have completed, or be doing, a conservation research project. Participants will be selected based on the quality of research work as well as its relevance to conservation. We will attempt to ensure as wide a disciplinary, geographical and institutional representation of participants as possible.

The bursary scheme

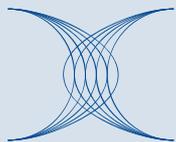
Bursaries (conference grants) will cover travel and registration. Registration includes accommodation and food for 4 nights and 3 days. We aim to award bursaries to 20 Chinese participants. Bursary recipients will be selected based on the same criteria as above, plus a statement of need.

Organisation and administration

Decision-making and implementation will be largely in the hands of two committees: an Advisory Committee and an Organising Committee.

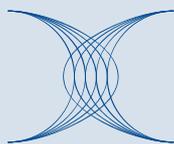
Advisory committee

The advisory committee serves to give the conference a broad national and international profile and helps publicise the conference among possible participants, participating institutions, and donors. Ten months before each conference, the committee discusses and agrees upon the broad framework and programme over email. The committee also evaluates bursary applications and, to do this, meets 3-4 months before each conference. The committee will consist of 7-10 senior conservation scientists and practitioners.



Session 8: Business Matters

- 8.1 IARU Website Redevelopment Proposal
- 8.2 Financial Report
- 8.3 Presidents' Meeting 2011
- 8.4 Any other business



8.1 Website Redevelopment

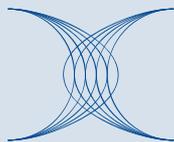
Reporting:	IARU Secretariat
Leads:	Bernard Toh, Yeap Su Phing (In-Coming IARU Secretariat), Liu Siew Nah (NUS)

Document type:		Progress update
		Workshop
		Discussion paper
	√	Project proposal
		No document tabled
Action required:		For information only – no further action required
		Presidents' endorsement requested
	√	Central IARU funding requested

Funding provided to date (\$US):	
Funding requested (\$US):	USD15,000

Previous recommendations:

Senior Officers' Meeting (October 2009)	During Finance and GSP discussions Senior Officers recommended that funding be made available for Website development for www.iaruni.org (secretariat will develop a cost model in preparation for the 2010 Presidents' Meeting). GSP website will also be looked into, as part of a broader renewal of the IARU website.
Presidents' Meeting (April 2009)	



8.1 Website Redevelopment

Background

At the 2009 Global Summer Program and Senior Officers' meetings, members called for www.iaruni.org to be redeveloped. Officers recognize that the website is a rich source of information for people to learn more about the Alliance. This proposal is submitted to the Presidents' Meeting for approval of (a) the proposed changes to the website and (b) funding for the redevelopment.

The website was first developed by the IARU Secretariat in consultation with ETH Zurich. The current website serves its member universities very well as a repository of information. Compared to other university alliance websites, IARU's website is comparatively well designed, informative and updated. IARU's branding, via the prominent logo, stands out well. The facilities that have served IARU members well will be retained. Presently, the IARU website has restricted areas that can only be accessed by password. For example, if the group is sharing benchmarking or competitive information which is meant for members only, the group can choose to have a restricted access webpage.

The current website has accumulated much information since its setup in 2006. With the increased volume of information, navigating the website to search for a specific piece of information is not very intuitive. Thus, a key redesign objective is to improve the website's navigation and user-friendliness.

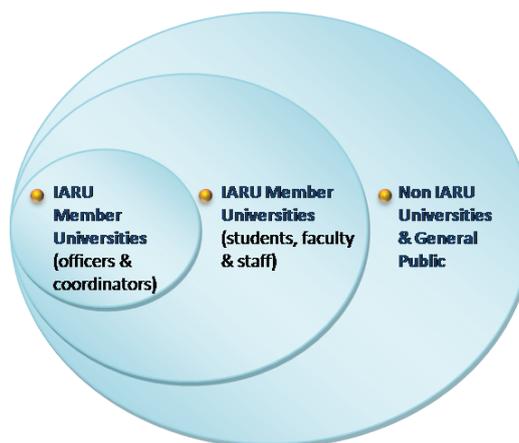
To provide an overview, this website redevelopment aims to:

- a. Improve the delivery and communication of IARU initiatives through streamlined navigation (information architecture). The Alliance's website should also reflect its updated strategic directions;
- b. Make the website lively and updated with a functional redesign, while maintaining the IARU brand elements and the general look and feel of the current website; and
- c. Enable the IARU website to become an interactive hub where our member universities (especially our faculty, students and staff) can visit to learn more about the Alliance, find relevant activities to join and suggest bottom-up initiatives.

Understanding IARU's target audience

People who visit the website can be broadly categorized into three groups. These are identified in the diagram on page 2.

Our primary audience is IARU member universities' officers and coordinators (particularly Senior and GSP Officers, as well as the various project coordinators who actively use the website to obtain and share IARU related information).



A second category would be IARU students, faculty and staff. With this group, we would like to create greater awareness and participation in the Alliance's initiatives such as the Global Summer Program, Global Internships and research initiatives. Additionally, we would like to encourage bottom-up initiatives to emerge from the member universities when they know more about the Alliance and its offerings.

Beyond the core IARU member university groups, non-IARU universities and the general public may also visit the website for information about IARU. This presents excellent opportunities to project and share IARU's brand and thought-leadership initiatives (e.g. Sustainability Toolkit).

Website Analytics

A look at the web analytics revealed that visitorship to the IARU website is increasing and there is also a growing interest in IARU. In 2009, the website registered 266,880 visits compared to 124,151 visits in 2008. This represents a 53% increase in visitorship. Website visits peaked between the third week of January to end of February, coinciding with the GSP application period.

Most frequently viewed pages over the last year are: IARU main page (32,228 visits), About IARU (7,939), IARU Activities (5,849), Summer Internships (5,625) and Sustainability (4,688). GSP pages also drew many visits (38,806 for its main page and course listing combined).

82% of our visitors reach the website directly through the web address www.iaruni.org. Google brings 2% of our visitors, and "IARU" ranked high on the search-engine's listings. The rest are through member universities and institutions that link our web address on their own websites with ETH Zurich, ANU and Berkeley as the top three institutions who link to our website.

Proposed improvements

We would like to propose the following improvements:

a. *Revised information architecture*

The information structure of IARU initiatives should mirror the Alliance’s strategic direction and intent. For instance, it should follow the sequence set by the Strategic Directions document (when finalized) – Grand Challenges, Global Education, Institutional Sharing and Research. A sample of the sidebar navigation:

Current	Proposed
Home	Home
About IARU <ul style="list-style-type: none">- IARU Members- IARU Principles	About IARU <ul style="list-style-type: none">- Alliance Members- Alliance Principles
Activities <ul style="list-style-type: none">- IARU Global Change Projects- Other projects & activities- Campus Sustainability- Global Summer Program- IARU Summer Internships	Activities <ul style="list-style-type: none">- Grand Challenge- Global Education- Institutional Sharing- Research
Contacts <ul style="list-style-type: none">- IARU Secretariat- Key Contacts- Research Projects- GSP Contacts- Other Projects	Contact IARU <ul style="list-style-type: none">- Secretariat- University Representatives

Streamlined information architecture will enable better site navigation and website readers can easily view the spectrum of initiatives offered. A search engine can be placed directly under the sidebar for easy searching. We will also build an archive area for past events.

b. *Giving prominence to key IARU initiatives, e.g. GSP and Sustainability*

The Sustainability projects and GSP are two key IARU initiatives that have developed well and warrant prominence on the website. These projects will have dedicated space (a “call-out” box) on the main page, where visitors can click on it and be taken directly to the related pages. Other than GSP and Sustainability, prominence can also be given to selected, up-and-coming events or initiatives.

c. *Initiatives and Events Publicity*

IARU events and initiatives involve people from various departments and faculties from all 10 member institutions. By enabling member universities an online avenue for their activity notifications, we could make IARU a more lively and buzzing one-stop virtual location for our 10 partners’ joint activities.

The coordinator for a specific event or workshop can fill out a simple form with key event information. The Secretariat can then create the event page, and at the same time update the IARU Events Calendar. After the event, the coordinator can also include a post-event report (if they have one) or pictures. The information can be saved as an archive for future reference.

d. *Concise, interesting website-style writing*

The current website writing is a mix of various and lengthy write-ups, and some may be outdated (e.g. IARU *will* encourage a program of intensive summer courses). We propose engaging a freelance web writer to rewrite or revise the current content accordingly with website-style writing, which is concise, direct and easy-to-skim.

We also propose engaging the web writer to craft interesting write-ups and articles for the key initiatives, for example, a more youthful write-up for the GSP. Also, the web writer should assist in preparing the content for new initiatives.

e. *New design for home and web pages*

One of the strengths of the IARU website is its distinctive use of IARU blue shades and logo. Much of the look and feel of the website will be maintained. We will bring on board a web designer to make aesthetic and design functionality improvements, e.g. make efficient use of spaces, and a livelier home page that strengthens the IARU branding with call-out elements to highlight IARU's key initiatives.

f. *IARU NewsHub (New!)*

We would also like to create a space for all member institutions to share news with each other, such as student blogs, newsletters, research publications and also local news releases. A link called the "NewsHub" can be set up that compiles stories from the various member universities' officers and corporate communications offices.

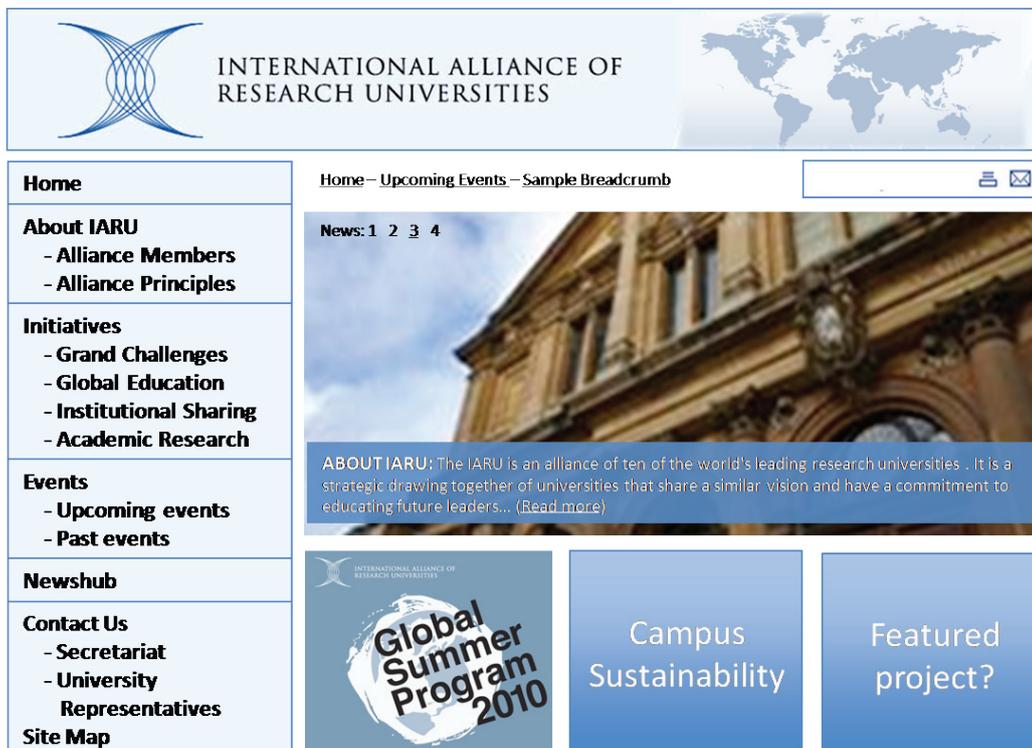
Budget requirements

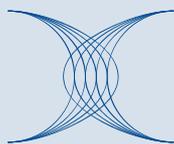
To carry out the redevelopment of the website as proposed, we would need to engage the services of a web designer as well as a web writer. To this end, we would like to request for funding of up to USD 15,000.

Annex 1: Current website



Annex 2: Proposed website redesign





8.2 Financial Report

2009 IARU Financial Statement

01 January - 31 December 2009

		USD Total
Carry forward as at 31 December 2008		\$271,212.69
<u>Income</u>		
Members Contributions 2009	\$180,000.00 *	
<u>Available funds</u>		<u>\$451,212.69</u>
<u>Expenditure</u>		
IARU Website	\$202.73	
Printing and Publishing Costs	\$495.33	
Stationery	\$2,375.48	
Bank Charges	\$126.12	
Other (spot exchange)	(\$344.94)	
Contribution to ANU for Secretariat costs		
2009 Secretariat salary/travel contribution	\$80,000.00	
Meetings		
Reimbursement to Yale University for 2008 IARU Presidents' meeting	\$3,151.03	
GSP Working committee workshop (September 2008)	\$3,466.22	
GSP Working committee workshop (September 2009)	\$10,221.86	
Reimbursement to Cambridge for April 2010 Presidents' meeting	\$18,877.57	
Projects		
Research - led teaching workshop (reimbursement to Cambridge for 2009)	\$1,918.22	
Outstanding Security research proposal development (reimbursement to ANU 2009)	\$15,000.00	
Sustainable Campus Initiatives (reimbursement for Copenhagen March 2009)	\$16,500.00	
Outstanding Reimbursement to Oxford for the Health Policy data collection	\$38,000.00	
Reimbursement to Cambridge for Industrial innovation workshop	\$3,963.80	
Total expenditure		<u>\$193,953.41</u>
Balance as at 31 December 2009		\$257,259.28

* ETH Zurich paid 2009 contribution in advance

2010 IARU Financial Statement

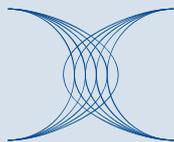
01 January - 31 March 2010

	USD Jan - March	USD Total
Carry forward as at 31 December 2009		\$257,259.28
Income		
Members Contributions 2010	\$200,000.00	\$200,000.00
<u>Available funds</u>		<u>\$457,259.28</u>
Expenditure		
Trademark registration	\$888.74	
Bank Charges	\$343.92	
Other (spot exchange)	\$1,154.41	
Contribution to ANU for Secretariat costs		
2010 Secretariat salary/travel contribution	\$40,000.00	
Meetings		
Outstanding reimbursement for 2009 Senior Officer Meeting (Oxford)	\$14,000.00	
2010 Campus Sustainability Officer meeting (NUS)	\$4,055.01	
Workshop		
2010 Open-Access Publishing workshop (ETH Zurich)	\$15,057.79	
Grants		
2010 GSP Grant to IARU Partners (10 x USD 10 000)	\$100,000.00	
<u>Total expenditure</u>		<u>\$175,499.87</u>
Balance as at 31 March 2010		\$281,759.41

IARU commitments until 31 December 2010

		USD
Interim balance as at 31 March 2010		\$281,759.41
Secretariat running costs		\$40,000.00
Contribution to NUS for Secretariat costs		
Meetings		<i>up to</i> \$55,000.00
Presidents' meeting (PKU - April 2010)	<i>up to</i> \$30,000.00	
GSP Working Committee meeting (Cambridge-September 2010)	<i>up to</i> \$10,000.00	
Senior Officer meeting (NUS-October 2010)	<i>up to</i> \$15,000.00	
Workshops		<i>up to</i> \$30,000.00
Transforming Power of Global Education workshop (NUS - August 2010)	<i>up to</i> \$15,000.00	
Integrated Services (Benchmarking&Corporate Services Performance)	<i>up to</i> \$15,000.00	
Project development		<i>up to</i> \$45,000.00
Women and Men in a Globalising University *	<i>up to</i> \$15,000.00	
Sustainable Cities *	<i>up to</i> \$15,000.00	
Industrial Innovation: The Role of the Modern Research University	<i>up to</i> \$15,000.00	
Outstanding reimbursements(Secretariat yet to receive invoice)		<i>up to</i> \$19,000.00
Culture and Citizenship: Towards a New Civic Pluralism Workshop 2009 (Copenhagen)	<i>up to</i> \$15,000.00	
ALH project lead attendance Senior Officials meeting 2007 (Copenhagen)	\$4,000.00	
Anticipated expenditure		\$189,000.00
Balance	Approx	\$92,759.41

**Funding committed at 2008 Presidents' meeting*



8.3 Presidents' Meeting 2011 – Location and Dates

It was agreed at the 2009 Presidents' Meeting, University of Copenhagen would host the 2011 meeting.

IARU meetings have been previously hosted by the following IARU partner universities:

Presidents' Meetings

Peking University, 12 & 13 April, 2010
University of Cambridge, 28 & 29 April, 2009
Yale University, 22 & 23 April, 2008
Australian National University, 28 & 29 March, 2007
National University of Singapore, 13 & 14 January, 2006

Senior Officers' Meetings

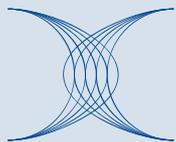
ETH Zurich, 2010
University of Oxford, 22 & 23 October, 2009
University of California, Berkeley, 20 & 21 October, 2008
The University of Tokyo, 19 – 21 September, 2007
ETH Zurich, 20 September, 2006

Possible dates for 2011 Presidents' Meeting

4 - 8 April, 2011
11 - 15 April, 2011

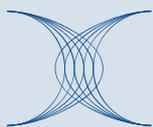
Major Public Holidays in April 2011

Easter, 22 – 25 April, 2011



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

9. Outcomes of 2009 IARU Meetings



Confirmed outcomes of the Fourth IARU Presidents' Meeting

University of Cambridge

28 - 29 April 2009

Agenda item 2: International Scientific Congress “Climate Change: Global Risks, Challenges and Decisions”

Presidents agreed that the Congress had done much to raise the profile of IARU, with around 80 countries participating.

Cambridge suggested a follow-up article in Science and Nature next year after the 2009 Senior Officer Meeting.

Copenhagen offered to facilitate involvement of students from IARU partners in COP15 in Copenhagen later this year.

2.1 Letter from the Steering Committee

Presidents noted the letter from the Steering Committee. The IARU Chair will refer the letter to the sustainability group and ask the group to consider coordinating a mapping exercise of what each IARU partner is currently doing in the climate change/sustainability area. This information will be then be forwarded to the Steering Committee.

Agenda item 3: Sustainable Campus Initiatives

3.1 IARU Campus Sustainability Project

It was agreed that good work was being done in this area. Presidents accepted the recommendation that central IARU funding should be provided for the annual meetings of sustainability officers (for the next three years).

3.2 Sustainability Fellowships Program

The success of the program was noted.

Agenda item 4: IARU Global Summer Program 2009 and beyond

The Presidents agreed the GSP, in only its second year, has proven successful. The total applications were over 700. All partners are participating (both offering at least one course and sending students).

It was agreed the Senior Officer Meeting should set directions but the GSP working group should draft a statement about the value of the IARU GSP 'brand' which each partner, in turn, can use separately to garner financial support.

NUS suggested the group explore developing networks between students outside GSP session times. NUS highlighted their use of the online platform "Second Life" in their Asia Now! program, as one way for students to build networks with each other, both prior to and after the course.

Agenda item 5: Industrial Innovation (and the Role of the Modern Research University) workshop outcomes.

Workshop participants said the workshop had been extremely valuable, reporting that it was very helpful to see the range of models in use at different universities and especially to have corporate representatives involved in the discussion. The workshop identified next steps, which included the development of: key themes, an IARU interest group and a 'Good practice' guide. These actions were endorsed by Presidents. Presidents discussed whether IARU universities should agree to a set of principles to be followed in engaging with companies, given their size and skill advantage (e.g., in terms of legal support) and to avoid them playing one institution off against the other. The group decided against this, noting that universities need to be able to experiment and have the flexibility to develop innovative relationships appropriate to their situation.

Professor Mike Gregory (Cambridge) was asked to table these outcomes for the Senior Officer Meeting, build the interest group and start work immediately on the set of 'standard' models of industry collaborations and compile case studies of successful industry partnerships.

Agenda item 6: Education in a research – intensive university: How can we enhance our students' learning? Workshop outcomes

Those who attended found the workshop useful. The Presidents did not support the specific workshop recommendations and thought that the agenda was far too broad. Indeed, this highlighted the need for a clearer definition of outputs when funding such a meeting.

The Presidents recommended that:

- 1) A network be developed involving Pro Vice Chancellors (Education) or equivalent Senior University Officer with an education profile to discuss a broad range of common issues
- 2) That the value of research-led teaching be explored more narrowly in the context of the GSP by the GSP Working Committee group
- 3) That the new proposal from NUS regarding "The Transforming Power of Global Education" (agenda 9.5) incorporate any relevant work/experience into their proposed agenda/discussions.

Agenda item 7: General discussions of other IARU projects

Progress in the projects listed was noted.

In reference to 7.4.2 IARU Career Development Professionals Network: Global Students, Global Careers: the Presidents asked that the network bring a proposal for a pilot on reciprocal access to careers services involving two or more IARU universities to the senior officers meeting. The careers guide proposal is in principle a good one and is an opportunity for the network to start real work together. The decision to fund the guide will be deferred to the senior officers meeting, and is contingent on the reciprocal access proposal.

Today and Cambridge requested the Women and Men in a Globalising University project be kept on the IARU agenda. It was agreed the project should continue but with a focus on benchmarking, not research. Cambridge will consider how to reinvigorate the project.

Agenda item 8: Future directions for IARU

Dr Heather Bell agreed to re-work her document to reflect the Wednesday morning discussions (attached as appendix 1 to the outcomes).

Agenda item 9: New initiatives

9.1 Research collaboration seed fund

It was noted in discussions that some universities already have a fund to facilitate their researchers' participation in projects with IARU partners. Some institutions (ANU, Copenhagen; \$500,000 each) have specific budgets to support IARU collaboration of all kinds. Other institutions that do not (Yale, Cambridge, ETH) appreciated the intent of enabling academics, particularly those early in their careers, to work with colleagues internationally, but would not earmark funds specifically for IARU projects and activities.

There was discussion about why just these ten institutions and not others? NUS was cautiously supportive of the seed fund proposal as they have grants for this type of activity and could direct staff. For ANU, there is value in knowing whether other institutions support any given project; Copenhagen did not think the bureaucracy was worth it.

The group agreed it was for those interested in the idea to pursue with like-minded IARU partners.

9.2 Internship program pilot

NUS and Oxford are piloting a summer internship program. Both universities will share their experience (regarding visas, insurance, timing, applications, quality of students) with other partners who may wish to participate in 2010. It was noted this is an employment initiative and therefore course credit is not an issue.

9.3 Proposal for a workshop on Open Access Publishing

A one and a half day workshop will be held 21 and 22 January 2010. Participants should include university presses. Partners have been invited to provide ETH with the names of contacts/experts in this area.

9.4 Proposal for a workshop on academic entrepreneurship and spin-off incubation

Presidents agreed that it was an area of interest. NUS was asked to submit a more detailed proposal for formal approval.”

9.5 Proposal for a workshop on “The Transforming Power of Global Education” (2011)

In-principle support was provided. This topic was viewed as a potentially useful positioning tool.

The meeting agreed that the workshop should take place in 2010 instead of 2011.

This group was asked by Presidents to incorporate any relevant work already undertaken in the Education in a research-intensive university project.

9.6 Improving Administrative Services

Mr Indi Seehra, Head of HR at Cambridge reported on work they are undertaking to improve the efficiency and effectiveness of the university’s administrative services. Partners were asked if they are engaged in similar work. NUS advised they have been working on this for the past four years. Oxford is looking at this area. The U.S. universities advise they are no further along than the rest of us, and are looking at a number of areas. Cambridge will keep the group updated on their progress, and contact NUS directly to see what they can learn. This may lead to a proposal for a workshop in the future; for now, it would be premature.

Agenda item 10: Business Matters

10.1 Finances

Funding was agreed to for the following:

- Sustainable Campus Officers - up to USD15 000 for annual meeting costs.
- Global Summer Program - up to USD 10 000 for annual meeting costs
- Industrial Innovation (and the Role of the Modern Research University)- up to USD 15 000 (case would need to be made to go beyond \$15,000) for further proposal development
- Open-Access Publishing - up to USD 15 000 for January 2010 workshop
- The Transforming Power of Global Education” up to USD 15 000 for 2010 workshop

The Secretariat will circulate an updated financial statement to the Senior Officers by end of May (attached as appendix 2).

10.2 IARU Chair 2009 - 2011

The Presidents unanimously endorsed President Tan to take over as Chair of IARU at the end of the meeting. President Tan warmly thanked Professor Chubb for his commitment to IARU and acknowledged his many achievements.

10.3 2010 Presidents' meeting

The Presidents meeting will be held 15-16 April 2010 in Beijing.

10.4 2011 Presidents' meeting location

The University of Copenhagen nominated to host the 2011 Presidents' meeting.

Confirmed 2009 meeting dates

The GSP Working Committee meeting will be held 14-15 September in Oxford

The Senior Officer meeting will be held 22 – 23 October in Oxford.

IARU Memorandum of Understanding

The changes to the MOU (since the last Presidents' meeting) were endorsed by Presidents. It was agreed the MOU is a statement of principles and not intended to be legally binding.

It was further agreed that if/when the occasion arose for a new MOU to be drafted, wording along the following lines would be included: "This Memorandum of Understanding is a statement of principles and does not constitute, nor is it intended to be, a legally binding contract between the IARU institutions". (Refer to the attached appendix 3)

Appendix 1: Future directions for IARU: an activity classification

Prepared by Dr Heather Bell, Director of International Strategy, University of Oxford

The IARU alliance is now several years old. We all know a lot more about the different ways that we can work together, and about what makes for successful collaboration. At both the senior officers' meeting and the presidents' meeting, we thought it made sense to reflect on IARU's achievements to date, and on the future directions we might wish to pursue.

We have not emerged from these discussions with any definitive new direction. We have, however, emphasised the importance of:

- Constantly asking what value IARU brings to a discussion
- Focus, and following through on existing activities
- Tangible outputs
- Remaining flexible and open to ongoing experimentation.

As we think about managing our portfolio of activities, we thought it would be helpful as a first step to structure the different types of activities we have underway. Future proposals should specify which category they think they belong to, which will in turn influence the scale of the effort, the budget we allocate, and the output we expect.

I. Major research projects

For example:

- Ageing, longevity, and health
- Global security
- Sustainable cities

IARU's funding support for these projects is now winding down. It is not our current intention to provide further seed funding for such projects. We are delighted that some of the collaborations are now self-sustaining.

II. Student (and staff) learning and development

For example:

- Global Summer Programme
- Bilateral student exchanges
- Summer internships
- Reciprocal careers service access
- Staff exchange

These are programmes aimed at enhancing the international experiences and learning of our students (and to a much lesser extent, our administrative staff).

III. Institutional joint working

1) Networks

For example:

- Career development professionals
- Presidents
- Senior officers
- PVC/VP Education

These are specific groups of officers who meet to get to know one another, discuss a wide range of topics, share best practice, and identify possible areas on which they can work together. These would typically not be narrowly thematically-driven, in contrast to the institutional projects below. Where IARU funds the meeting/workshop, a written summary should be produced. IARU presidents may wish to direct a network to address a particular issue (e.g., reciprocal access arrangements at Careers Services for Career development professionals).

2) Articulation of principles

For example:

- Academic freedom
- Value of research-led teaching.

These are topics of importance to each research-intensive university, particularly in justifying our existence (and cost) to government. It may be valuable for the IARU presidents to commission the writing of a joint position on issues that are central to our identity as research-intensive institutions, where the backing of the alliance would be powerful in our discussion with our domestic stakeholders. A minority view proposed that such principles address political issues. We envisage these as short pieces of work: a 2-5 page paper that could be drafted by the IARU secretariat or a nominated IARU institution, and then discussed during a conference call. A small sum (\$3,000) could be paid to the institution doing the drafting. If a larger scale effort is envisaged – involving people meeting – then we are looking at an institutional project.

3) Institutional projects

For example:

- Women and men in global universities
- Industrial innovation

These projects enable comparison of benchmark data and our respective approaches to these issues at our different universities. To start such projects, IARU typically funds day-long workshops that convene

representatives of IARU universities and other relevant stakeholders (e.g., corporate sponsors in the case of industrial innovation). Success so far has depended on picking a topic of joint interest, assembling the right people, and ensuring sharp focus: these do not need to become major research academic research projects. IARU Presidents may in future wish to commission work on a particular topic (e.g., assessment of internationalisation strategies). It is important to be clear on the outputs IARU seeks from the project, from a network of interested people to a report comparing institutional benchmark data. At a minimum, any meeting should assemble and circulate all presentations, case studies, and summary of the discussion. We should consider the possibility that funding beyond meetings may be required to produce the outputs we seek on some topics.

4) Grand challenges

For example:

- Sustainability

These are large undertakings that tackle a grand challenge for universities and for humanity. They should be topics where universities are taking action and where IARU institutions are attempting to lead. So far we have only taken on one grand challenge: sustainability. As a grand challenge, it encompasses a number of the different activities above: an institutional project on sustainable campuses; a network of sustainability officers; and a student summer fellowship programme. We would expect our portfolio of activity to include a very small number of grand challenges that are well-executed.

5) Major events

For example:

- International Scientific Congress on Climate Change.

We have held only one of these events so far, and it related directly to our grand challenge. It is unclear if this should always be the case. This is the most outward-looking of our activities. We propose that every 2-3 years, IARU contributes a small amount of money, its brand, and the energies of its people to a major event. This event should address an important topic for humanity, where IARU universities are doing important research, and which would attract considerable media interest. (Perhaps energy production should be next.)

We should recognise that there may be movement between different categories. A network may decide to articulate a set of principles, which then becomes an institutional project that is so compelling that it flowers into a grand challenge, involving students and academic research.

Appendix 2

IARU Financial Statement 31 July 2005 - 31 December 2008

USD

Income

Members Contributions 2005	\$100,000.00
Members Contributions 2006	\$200,000.00
Members Contributions 2007	\$200,000.00
Members Contributions 2008	\$200,000.00

Total Income

\$700,000.00

Expenditure

Reimbursement to ETH Zurich for IARU Website	\$18,377.47
Printing and Publishing Costs	\$14,091.68
Stationery	\$16,213.65
Trademark registration	\$5,205.98
Bank Charges	\$60.18
Other	\$5,161.79

Secretariat costs

\$230,000.00

2009 Secretariat salary contribution

Meetings

Reimbursement to Yale for July 2005 Senior Officials meeting	\$5,943.00
Reimbursement to NUS for January 2006 Presidents' meeting	\$23,750.74
Reimbursement to ETH Zurich for September 2006 Senior Officials meeting	\$8,760.03
Reimbursement to ANU for March 2007 Presidents' meeting	\$32,579.05
Reimbursement to Tokyo University for September 2007 Senior Officials meeting	\$15,666.72
Reimbursement to Yale University for 2008 Presidents' meeting	\$41,852.02
Reimbursement to University of California for 2008 Senior Officials meeting	\$17,062.00

Projects

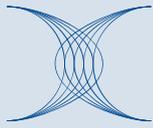
Reimbursement to Cambridge for 2006 Understanding women project	\$8,508.35
Reimbursement to UT for ERE research proposal	\$3,629.41
Reimbursement to Cambridge for Security research proposal	\$1,925.25

Total expenditure

\$448,787.31

Balance as at 31 December 2008

\$251,212.69



Appendix 3. Note from Secretariat: IARU Memorandum of Understanding

Outcome of Fourth IARU Presidents' Meeting
University of Cambridge
28 - 29 April 2009

Changes to IARU Memorandum of Understanding

The following changes to the MOU (italicised and underlined) were endorsed by Presidents at the 2009 IARU Presidents' Meeting in Cambridge (28-29 April 2009):

- Revision of point 2:

2. Membership of the Alliance does not preclude Membership of other international networks, but this Alliance will be specifically characterised by a deep level of cooperation among Members that is intended to establish a benchmark for international alliances in the new millennia. Members will participate in the various activities of the Alliance where such participation fits with their particular objectives – it is not expected that any Member will participate in all activities. Membership will be reviewed from time to time but no new member will be added before 1 January 2010.

- Revision of Principle vi) to reflect the agreed approach to institutional research:

(vi) The Alliance initially invited participants to utilise the complementary research capability of Members to address issues of central importance; these include global security, movement of people, ageing and health, and development and environmental sustainability. IARU will not centrally fund such research activities but rather call on individual institutions to support their researchers' participation in projects across IARU partners and encourage funding applications through traditional funding sources and processes such as foundations with peer-reviewed applications.

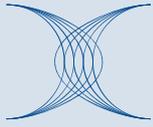
At the 2009 Presidents' Meeting, it was agreed that the MOU is a statement of principles and is not intended to be legally binding.

It was further agreed that if/when the occasion arose for a new MOU to be drafted and signed, wording along the following lines would be included: "This Memorandum of Understanding is a statement of principles and does not constitute, nor is it intended to be, a legally binding contract between the IARU institutions".

Amelia Whitelaw, IARU Secretariat

Date

IARU MEMORANDUM OF UNDERSTANDING



Confirmed outcomes of the Fourth IARU Meeting of Senior Officers

University of Oxford
22 - 23 October 2009

Agenda 2. Future IARU directions discussions

The IARU Chair proposed that a paper be prepared which built on the Presidents' responses to his request for advice on IARU institutional priorities, to form the basis of 'future directions' discussions.

The SOM also took reference from the framework document from the 2009 Presidents Meeting,

Three key priority areas were identified from Presidents' feedback:

- Global Education Initiatives;
- Institutional Sharing Initiatives; and
- Grand Challenges.

Global Education Initiatives – IARU will focus on developing a suite of high quality and coherent global education initiatives that are of distinctive value to its students. With the GSP as a centerpiece, the Alliance will explore other areas where global education initiatives might be further developed (eg. global internships).

Institutional Sharing Initiatives – The mutual trust that has developed between partners of IARU lends itself to effective institutional sharing.

These initiatives may be identified:

- “Top-down” by IARU Presidents and Senior Officers;
- By staff or faculty from other established IARU forums (eg. GSP Working Committee, Sustainability Officers); or
- “Bottom-up” by members of staff or faculty in IARU institutions

Possible future areas of interest include:

- International strategy
- International students (recruitment, admissions, performance, support)
- Industrial innovation; Academic entrepreneurship & spin off incubation
- Alumni Association Summit
- The value of research-intensive universities to society/national economy

Institutional sharing may occur in-person or through video- or teleconferencing. Although the latter is challenging from a time difference perspective, it is better in terms of sustainability.

We need to be deliberate in the way we organize and investigate topics of interest, as well as how we share such information. Assistance from the Secretariat is required to achieve this.

Grand Challenges – Sustainability has been identified as a grand challenge that IARU will continue to pursue as it is of great global importance, and is an area on which IARU can provide leadership as an alliance. There is potential for further collaborative activities to be developed (eg. more education components).

The next grand challenge – like sustainability – is most likely to emerge from an existing activity (eg. some form of institutional sharing), rather than through prescription. We do not propose to identify another grand challenge top-down.

The activity classification developed at the April 2009 Presidents' meeting will be re-drafted to incorporate Presidents' inputs to the consultation exercise and the senior officers' discussion

Oxford proposed that it is important to maintain the research component in IARU, on the basis that this is an alliance of research-intensive universities. Copenhagen voiced support for the idea that IARU continues to fund workshops for academics. The proposal will be brought to Presidents for discussion again.

Agenda 3. Global Summer Program (GSP)

Oxford briefly outlined the strategic documents redrafted by the GSP Working Committee (GSP Aims, GSP Description and GSP Principles).

Senior Officers endorsed these documents, noting the importance for future courses to align as closely as possible with the GSP principles. Senior officers wished to highlight especially the following Principles to make the GSP more distinctive and coherent:

- Principle 3. GSP courses enable students to address critical issues in global perspective
- Principle 4. GSP courses highlight the particular strengths of the host institution
- Principle 7. Students on GSP have a distinct, IARU –specific experience. This comes either from:
 - An entire course created specifically for GSP or
 - Significant GSP-specific academic and social programming added to a more general summer program

- Principle 8. GSP courses have between 10 and 25 students enrolled
- Principle 9. GSP students are from IARU universities. Ideally 80% of seats are reserved for IARU students
- Principle 11. GSP Students, including those from the host university, live on campus, are housed together, and integrate into campus life

Oxford noted the issue of credit continues to be a challenge, as it affects student interest and in some cases, the level of funding universities will commit to the program.

The Working Committee's efforts to develop a rigorous and regular evaluation process, including at some stage in the future a pedagogical review of the program, were noted.

Angus Hawkins, who manages the GSP at Oxford, remarked on the success of the GSP, and suggested closer adherence to the GSP principles would bring greater coherence to the program.

University of Copenhagen advised subsequent to tabled papers that it would be running a course in 2010.

Senior Officers endorsed the following recommendations from the GSP Working Committee:

1. *Senior Officers put forward a recommendation to Presidents, seeking each President to demonstrate their commitment to the GSP by providing some financial support to courses run by their own university; and supporting, where possible, students participating in partner GSP Courses.*

The Chair also requested the Secretariat to identify what level of central funding could be made available for GSP scholarship funds (with a view to these funds being available for the 2010 GSP).

2. *IARU central funding be allocated to redesign the GSP website with a focus on improving aesthetic appearance and functionality.*

It was recommended IARU central funding be made available to redesign the GSP website, as part of a broader renewal of the IARU website.

3. *Senior Officers develop guidelines for the approval process for use of the IARU logo.*

Senior Officers agreed to the following approach for the use of the IARU logo for IARU related programs, including the GSP: If the initiative is part of IARU's suite of activities (eg. Campus Sustainability, GSP etc.), partners could use the logo at their own discretion. If an initiative proposed was outside these main activities, the Secretariat would be consulted. The Secretariat may provide advice or defer to the Chair who would consult as appropriate.

4. *Senior Officers explore the conceptual 'location' of the GSP as one element of a suite of IARU global education initiatives, including Sustainability Fellowships and Internships.*

It was agreed to conceptually locate the Global Summer Program as the centre piece of a suite of programs that would continue to be developed under the category of Global Education Initiatives (including internships).

Agenda 4. Sustainable Campus Initiatives

Agenda 4.1 Campus Sustainability Strategy

ANU provided a brief update on behalf of the Sustainability group. In addition to the progress noted on their existing programs; the SOM was advised the Sustainability group were exploring the idea of a “skills exchange” and the possibility of incorporating educational aspects into the campus sustainability project.

ANU reported on the recent regional workshop involving Sustainability Officers from PKU, NUS, Todai and ANU held at Peking University (19 - 21 October). Peking University has now established its own Sustainability Office and website.

Senior Officers discussed areas the Sustainability Group may wish to explore including:

- Evaluating the progress of the online toolkit and exploring ways to make better use of this resource
- The development of a joint IARU module on sustainability, including examples of activities being undertaken at IARU universities. This course could be made available as a web resource (to complement the tool kit and other info on the website, etc.).

The next Sustainability meeting is scheduled for 3-5 February 2010 at NUS. The agenda of this meeting is yet to be confirmed, however the following sessions are proposed:

- Case study presentations (the focus being on projects/initiatives that would be of interest/use to all members). It is anticipated these case studies will be used for benchmarking and publication
- Development of the webpage/toolkit, including development of an online module for campus sustainability
- Discussion on the report to be tabled at the 2010 Presidents Meeting
- Emerging issues – such as travel emissions, Green ICT, and green retrofitting of existing buildings
Operational/academic partnerships for campus sustainability
- Review and development of the Campus Sustainability fellowships program

Sustainability courses and research information collection exercise

The group discussed the request from the Climate Change Steering Group (March 2009) for information on what IARU members were doing in terms of teaching and research on climate change and sustainability which Presidents referred to the Campus Sustainability Group.

Senior Officers suggested that the size of this task was ambitious, and have suggested that rather than a comprehensive stock take on research and courses related to climate change and sustainability, that the Sustainability Officer group provide some good case examples from all partners. These could feed into the report tabled at the next Presidents meeting, and would likely be of value to the Climate Change Steering Committee.

Agenda 4.2 Sustainability Fellowships

In addition to the student reports included in the meeting papers, Tomo Sandeman, a student of Oxford, spoke to the group about his experience as a Sustainability Fellow at NUS in summer of 2009. Tomo spent 6 weeks on the program, during which time he worked on a large range of projects including the adjustment of air-conditioning settings campus wide to deliver sufficient levels of comfort while minimizing energy use, and the review and development of new policies relating to sustainability across NUS. Tomo spoke very positively about the practical hands-on experience gained through the program.

Phil Pike from Oxford's Sustainability Office commented on their positive experience of hosting four sustainability fellows at Oxford and advised they were looking forward to hosting more students next year.

The issue of placement timing was raised by Oxford. Senior Officers urged the Sustainability group program coordinators to consider the various calendars of the institutions involved when preparing the 2010 program. It was suggested that Sustainability Officers talk to those offices within their institutions responsible for sending students abroad — so as to take advantage of existing knowledge.

Agenda 5. Project updates and upcoming (approved) workshops

Agenda 5.1 Open Access Publishing Workshop

Senior Officers endorsed ETH Zurich's intention to invite individuals external to IARU to the upcoming workshop. Ian Walmsley (Oxford) commented that the presence at the workshop of funding bodies was very important, and professional societies may also have an interest in attending the workshop. Ian offered to provide ETH Zurich with the names of individuals from funding bodies/professional societies to be invited.

ETH Zurich noted that the scope of this workshop would be broadened to include issues in Open-casting.

Universities were encouraged to nominate people to attend this workshop, if they had not done so already.

Senior Officers endorsed the expected outcomes of the workshop

Agenda 5.2 Transforming Power of Global Education workshop

NUS advised they will formally invite Senior Officers to nominate faculty members and senior administrative staff who are interested in the topics of global education to attend this workshop.

In later discussions Oxford suggested this workshop be held in the same location/dates as the 2010 GSP Working Committee Meeting. Cambridge was not in the meeting room at this time and unable to respond. The Secretariat will follow up with Cambridge to explore this idea further.

Agenda 5.3 Regional Perspectives on Global Security research project.

The project has continued to develop without IARU central funding. The project has been successful in securing external funding. Several of the workshops have published papers.

The IARU Chair invited NUS to respond to the Project Executive Committee's request for NUS funding for an upcoming workshop. Lily Kong (NUS) explained that the group could apply for funding via the same application process open to all NUS funding proposals.

Agenda 5.4 Ageing, Longevity and Health research project

Copenhagen's leadership and generous financial contributions to this project were acknowledged. John E. Andersen (Copenhagen) noted that the project is currently supported by six IARU universities, and it was anticipated that more would join the project within the next 18 months.

Agenda 5.5 Demonstrative Project on Sustainable Cities

ANU highlighted that as a direct result of collaboration on this project, Dr Rob Dyball (ANU) was invited to teach into Copenhagen's GSP course, Sustainability in Rural-Urban Regions: The Rural Landscape in a Globalized World.

A Synthesis Report is scheduled to be tabled at next year's Presidents' Meeting.

NUS will host the next workshop in November where the group will look beyond the demonstrative phase of this project.

Agenda 5.6 Culture & Citizenship: Towards a New Civic Pluralism Workshop

ANU reported that preparations for this workshop (2-3 November 2009 in Copenhagen) were proceeding well.

In a more general discussion, Senior Officers discussed the issue of academics/workshop organizers advising academics at partner institutions that they should approach their international offices for funding. This was a problem given some offices do not have funding available. It was acknowledged each institution has its own funding arrangements for participation in IARU activities. The Secretariat was asked to remind workshop organisers that participants were to confirm their own university's funding policy.

Agenda 6. Follow up from the 2009 Presidents' meeting

Agenda 6.1 Industrial Innovation (and the Role of the Modern Research University)

Senior Officers reported that colleagues found the workshop in April to be thought provoking and useful. Phil Clare (who represented Oxford at the April workshop) commented the IARU was a small enough group to have intimate and frank conversations.

Cambridge welcomed new involvement in the leadership of the program. Oxford offered to co-lead this project with Cambridge, with a view to progressing three action points. These are:

- Development of an enhanced interest group
- Development of a Good Practice Guide
- Making information available on the website

ANU, Copenhagen, Berkeley and ETH Zurich noted a high level of interest in this project, and committed to identifying individuals who would support Oxford and Cambridge.

Agenda 6.2 Academic Entrepreneurship and Spin-off Incubation

The IARU Chair agreed to a suggestion that both the Industrial Innovation project and the proposal for Academic Entrepreneurship be brought under one umbrella.

Senior Officers agreed that further work needed to be done to clarify the aims of this workshop and to ensure the outcomes would be of interest to the specialists likely to be involved; the project might be more valuable as a benchmarking exercise.

It was agreed that the Secretariat will seek feedback from IARU partners as to who is interested in this project and what areas of the topic they would like to see included. The collection point for this information would be Lily Chan (NUS) who would then arrange a virtual discussion with the experts and then reshape the program, or terminate the project if there was insufficient interest.

Agenda 6.3 Women and Men in Globalising Universities Benchmarking

Senior Officers agreed to restart this project with a clear focus on benchmarking and information sharing as key objectives. Copenhagen, ETH Zurich, University of Tokyo, NUS and Cambridge indicated a strong interest in being involved. Oxford expressed an interest in being involved, subject to the approval of the Pro Vice Chancellor for Personnel and Equality.

Cambridge offered to take the lead in this project with assistance from Felicity Cooke (Oxford), noting that work would commence no earlier than January 2010, once Kate's commitments as Pro-Vice Chancellor end.

It was agreed that first steps would likely include the development of a framework for benchmarking, and that the focus for moving forward would not necessarily involve the convening of a workshop, but rather the launch of a coordinated approach to institutional research. It was recommended the funding approved for workshop-related activity be redirected to support this initiative.

Agenda 6.4 Career Development Professionals Network

While some saw value in the proposal, others noted that the proposal did not strictly address the reciprocal access issue.

The view of the meeting was that a guide should be developed but that it be web-based (not hardcopy) and open access (not restricted)

There was a discussion about whether the guide should be high-level (to ensure changes in aspects like immigration law did not render the guide out of date in a short space of time) or more detailed (to be of more practical benefit). The former approach was preferred with each university asked to provide 2-3 pages (or whatever a template might suggest is appropriate) on the key aspects about getting a job at a partner institution/country. ANU was asked to circulate its proposed template to the other partners to use as a guide to the information to be provided. The Secretariat was asked to assist with the coordination.

Senior Officers agreed that the Careers Professionals Network should continue to explore ways to provide reciprocal access to respective careers services (whether physically or virtually); suggesting that reciprocal access need not encompass all aspects of career services, but may focus on providing IARU partners access to special events or specific services offered by a careers office.

Tracey Wells from Oxford sat in on the discussion of this agenda item and spoke in support of the proposal.

Agenda 7. IARU partner initiative sharing

Agenda 7.1 Integrated Services – Benchmarking HR and Corporate Services Performance Data

Senior Officers agreed the workshop should proceed as proposed and supported the funding request.

The meeting agreed that the workshop should be focused on developing the scope of project (ie. What areas will be benchmarked and how will this be performed?) Yale, NUS, Copenhagen and ANU expressed their interest in participating. ETH Zurich and Berkeley will consult with Cambridge to discuss the project further before making a commitment to participate.

Agenda 7.2 Alumni Associations Summit

Yale acknowledged that a proposal for this event was not flagged at the Presidents' Meeting. As such, central funding has not been sought for the Summit, rather participants have been asked to pay a registration fee. The event was also subsidised by Yale.

The Summit was organised in response to the successful alumni leadership programs held at ANU and Today. The aim was to bring Alumni directors together to share experiences and successful models in this area.

Yale's understanding was representatives from 7 IARU institutions attended the summit in New Haven. It is anticipated that the group will report back to Senior Officers if "next steps" had been identified.

Agenda 7.3 Summer Internships Pilot Program

Four IARU Summer Internships were advertised in 2009, one through Oxford, and three through NUS. Of these, only one internship was able to take place; a museum placement at NUS. This internship involved a student from UC Berkeley, and feedback from the student and staff was very positive.

Oxford and NUS expressed strong interest in providing internship opportunities in 2010, and hoped that a longer lead time on promotion would generate a greater number of applicants. A revised timeframe was outlined in the meeting papers.

The Senior Officers agreed all members would support the internship program by identifying possible internship opportunities at their own universities for the 2010 IARU Summer Internship Program; and regardless of their ability to offer internship opportunities the program would be actively promoted to their students.

Confirmation of internship positions to be forwarded to the Secretariat by 15 December 2009.

Agenda 7.4 & 7.5 Staff Exchange and Sabbaticals

Senior Officers were interested to hear about Oxford and ANU's experience, which highlighted many benefits. There were also a number of challenges and both institutions identified the need to be more strategic when considering exchange opportunities for staff.

The meeting agreed that formalisation of a staff exchange program was not required at this stage, however the IARU website should employ stronger wording to encourage staff to pursue spending time at an IARU partner on exchange or through a non-reciprocal visit.

ETH Zurich discussed their Staff Sabbatical program which had been developed to encourage both academic and non-academic staff to spend time at another institution. NUS also noted that they have a similar sabbatical scheme for high performing administrative staff.

Senior Officers agreed to look at whether their own institutions were able to receive staff from IARU institutions; and also identify individuals that would benefit from such an experience.

Agenda 7.6 COP15 IARU Student Program

Copenhagen clarified the program was designed for IARU students who would already be in Copenhagen for the COP15 United Nations Climate Change Congress.

Yale noted a non-IARU initiative for students visiting Copenhagen during the COP15 Congress period to share projects and ideas related to environmental sustainability. Yale will forward further information about this forum to the Secretariat for circulation to partners.

Agenda 7.7 IARU Mentoring Program

ANU noted that the online mentoring system included as part of this proposal is scheduled to be implemented at ANU over the coming months. Senior Officers asked ANU to share their experience of the program once it was implemented locally, before IARU members considered becoming involved.

Agenda 8. General brainstorm/open discussion session

The Senior Officers discussed: 1) Innovative travel tracking, 2) Non-traditional ways to get students abroad, 3) Understanding and supporting international academic staff, and 4) Developments in the Middle East.

A summary of discussions has been prepared attached as appendix 1 to these outcomes.

Agenda 9. 2010 IARU Meetings

The Secretariat advised that PKU will circulate information to Senior Officers regarding the half day roundtable session with Ministry Officials, scheduled for the afternoon of the second day of the Presidents' Meeting (14 April 2010).

The 2010 Meeting of Senior Officers will be hosted by ETH Zurich from 18-19 October.

Agenda 10. Finance Update

The financial reports were noted. The group agreed the accounts were carrying forward too high an amount of cash (uncommitted funds).

The Senior Officers requested the IARU Chair make the following recommendation to the Presidents for immediate approval:

- The annual membership subscription should remain at USD20, 000.
- Up to USD 15 000 funding be provided for the proposed Agenda 7.1 Integrated Services – Benchmarking HR and Corporate Services Performance Data Workshop
- USD 100, 000 from central IARU funds made available for partners specifically for travel funds for GSP students (funding proposed USD 10 000 per IARU partner). This could be implemented through a one-year reduction of membership fees from \$20,000 to \$10,000, with the obligation for partners to invest another \$10,000 in GSP grants. Alternatively, no change is made to the membership fee and each university is provided with a payment \$10,000 to support GSP scholarships at their institution. Senior Officers suggested that universities nominate which method suits their circumstances.

Members recommended the following for consideration at the 2010 Presidents Meeting:

- Funding be made available for Website development for www.iaruni.org (Secretariat will develop a cost model in preparation for the 2010 Presidents' Meeting)

APPENDIX 1

Agenda 8. General brainstorm and open discussion

Innovative travel tracking

ANU noted that such events as the H1N1 outbreak and natural disasters in South-East Asia had highlighted the need for ANU to be able to locate staff abroad. ANU sought advice and comments from colleagues about their travel tracking experience.

Senior Officers agreed that this was a difficult problem at their universities. No institution was able to share a system/process by which all travel by staff had been successfully captured.

Yale advised they had had some success tracking movement of staff via a centralised booking system (payment and reservations for flights and hotels). It was noted, however, that while most staff arranged their domestic travel through this system, international travel tended to be organised through independent agents as they offered more competitive fares/rates.

Yale also advised staff were encouraged to report their whereabouts to be eligible for the university's travel insurance. Cambridge shared that their system took 3.5 years from implementation to a stage where they are effectively tracking their staff.

NUS advised their priority was the whereabouts of its students, as they are responsible for them even while abroad on such programs as student exchange.

Non-traditional ways to get students abroad

Yale noted students' reluctance to participate in semester-long exchange programs at foreign universities. The feedback received from Yale students is they believe they are foregoing valuable time at their own university, and hence, short summer programs that do not interrupt their regular academic schedule are more attractive.

Oxford noted that as they do not operate on an accumulated credit system, there is no way of offering equivalent credit transfer between institutions.

Cambridge shared their experience of an exchange program with MIT. Feedback from students suggested high performing students from MIT saw the exchange as a risk to maintaining a good GPA. Due to the difference in systems, Cambridge students are able to participate in the exchange without concern for maintaining their GPA.

Todai commented that the attractiveness of summer schools represents a good opportunity for IARU to continue to develop the Global Summer Program and respond to demand in this area.

NUS advised their joint minor programs had been successful, mainly because students receive additional certification for the joint minor, on top of their degree.

Understanding and supporting international academic staff

Oxford sought advice on how other IARU partners handle the employment of international faculty at their institutions.

Oxford identified a need for universities to provide a comprehensive orientation – for both newcomers and their families - that would include advice about institutional norms and traditions and addressing personal needs such as residence, career options for spouse and schools for children.

There was some interest in analysing the profiles of international faculty including countries of origin, research fields and career paths (i.e. which academic level), to identify if there are any gaps in their hiring, as well as be better informed when interviewing international applicants.

Senior Officers also discussed the responsibility of faculty retention and the support of high-level needs of our talented international faculty. It was suggested that this could possibly fall under the responsibilities of the respective heads of department and deans.

ETH Zurich noted that 30 – 40% of their faculty are international, and were willing to provide further information about their employment practices to interested partners.

NUS advised they have developed a guidebook for new staff that contains essential information for newcomers.

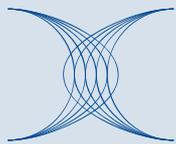
Yale provided the example of a volunteer group run by the Hall Masters' wives to help orientate new staff and their families.

Developments in the Middle East

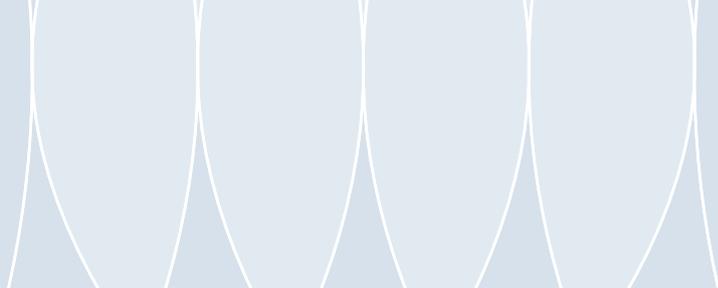
Senior Officers were interested in finding out more about each others' international strategy in the Middle East. Key benefits of Middle East engagement were identified as:

- Potential funding;
- Furthering international reach;
- Furthering regional-specific research:

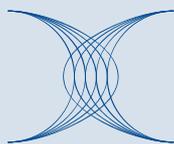
IARU's interest is not in capacity building. Most partners shared that their international strategy is focused on the Asia region, and in particular China and India.



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES



10. Participants' Biographies



Meeting of IARU Presidents

Peking University

13 – 14 April 2010

Biographies

Peking University

Professor ZHOU Qifeng

President

Professor Zhou Qifeng was born in Hunan province, China in 1947, graduated from Peking University and became a teaching assistant of the same university in 1970. He worked there until January 1980 when he was accepted by the graduate school of the University of Massachusetts at Amherst, USA, where he was awarded a master's degree in 1981 and a PhD in 1983, majoring in polymer science and engineering.

Immediately after receiving his Ph.D he came back to China and returned to his post at Peking University. He is a hard-working scientist and an excellent collaborator and has been successful in both teaching and research as partly shown by the awards he obtained over the years. He has been deeply involved in the study of liquid crystalline polymers with over 200 papers and a few books, including a textbook on liquid crystalline polymers published by World Scientific Publishing Co.

His academic contributions include the proposal and experimental verification of the concept of "Mesogen-Jacketed Liquid Crystalline Polymers" which leads to a group of novel LCPs with very interesting properties, the first observation of some perforated layer structures in liquid crystalline rod-coil block copolymers, the design and synthesis of a wide variety of mesogenic polymers without using mesogenic building blocks, the synthesis of macromolecular helix and optically active materials by using "jacket effect" in molecular designs, the discovery of the oldest synthetic thermotropic liquid crystalline polymer, and the understanding of molecular parameters controlling the monotropic-enantiotropic transition of LCPs. These findings have attracted much interest in this area and deepened the understanding of polymers and macromolecular liquid crystals.

In addition to the scientific contributions briefly cited above, he has also made great contributions as an administrator. He served as the Executive Dean of the Graduate School of Peking University for 6 years, the Director-General of the Office of Academic Degrees Committee of the State Council and Director-General of Department of Postgraduate Education of the Ministry of Education for 3 years and the President of Jilin University for 4 years. Since November 2008, he has been the President of Peking University. He is also a Deputy of the 11th National People's Congress of the People's Republic of China (2008-2012).

Dr LI Yansong

Assistant President and Director, Office of International Relations

Dr Li Yansong graduated with a B.A. degree in Political Science in 1987 and a M.A. in International Relations in 1993 from Peking University. From 1995 to 1997, he was a visiting scholar at the University of California, Berkeley. In 2009, Dr Li received his Ph.D degree from Peking University.

Dr Li worked as a Program Officer in the Office of International Relations at Peking University from 1987 to 1992. Following that, he was promoted to the position of Division Head. After returning from UC Berkeley, he was appointed as the Deputy Director of the International Office. He has been the Director of the Office of International Relations since 2001, and from 2005 he has also acted as the Assistant President of Peking University.

Dr Li is responsible for overseeing all exchange programs at the University level and promoting the University's international development. He is also the Secretary-General of the Society for International Human Resources Development of Institutions of Higher Learning, China, as well as the Chairman of the Board of the Society for Hong Kong, Macao, Taiwan and Overseas Chinese Students Education, Beijing.

Dr Li's research interests include international communications, and international cultural exchange. He is the author/editor of six books and articles in these fields, including: *The Diplomatic History of People's Republic of China*, the third chapter, Peking University Press; *International Talent, Harvard University*; *The University of the 21st Century, Proceeding of the Forum of Higher Education with the Centennial of Peking University*, Peking University Press, 1998; Second editor in chief, *Honorary Universities in the world*, Peking University Press, 2000; Second editor in chief, *Worldwide Universities*, Peking University Press, 2001.

Dr XIA Hongwei

Research Fellow

Executive Deputy Director, Office of International Relations

Dr Hongwei Xia is currently a research fellow and the Deputy Director of the Peking University Center for International Higher Education and the Executive Deputy Director of the Office of International Relations of Peking University. He received his Bachelor degree in Political Science from the University of International Relations in 1989, and went on to further his postgraduate studies at Peking University and was awarded the Master and Ph.D in International & Intercultural Studies in 1994 and 2009 respectively.

From 1995 to 1997, Dr Xia was invited as an exchange scholar in the Department of Communication Studies, University of Nebraska-Lincoln, United States, engaging in the study of cross-cultural communication. In June 2005, he was again invited as a visiting scholar sponsored by DAAD to conduct research on the China-Germany Educational Exchange in the late 19th century at Freie Universiti Berlin. In the summer of 2007, Dr Xia visited the Fairbank Center for Chinese Studies at Harvard University as a visiting fellow focusing on the research of cultural interactions between China and US in early 20th century.

Dr Xia has published several theses in academic journals about Sino-Foreign Higher Education Exchange, and edited books on the Internationalization of Universities, and conducted some research projects on Student Mobility of China's National Association of Research on Study

Abroad. His main research areas include: Sino-Western Cultural Exchange in late Qing Dynasty, Cross-cultural Conflict and Communication, Internationalization of Higher Education and International Communication and Management between Universities.

The Australian National University

Professor Ian CHUBB AC

Vice-Chancellor and President

Professor Ian Chubb is the Vice-Chancellor and President of The Australian National University. His career includes six years as Vice-Chancellor of Flinders University and senior executive appointments at Monash University and the University of Wollongong.

Professor Chubb has served in various capacities on a number of peak bodies — Higher Education Council and the National Board of Employment, Education and Training, the National Committee for Quality in Higher Education, the NHMRC and ARC, as well as a Ministerial Task Force and the Prime Minister’s Science, Engineering and Innovation Council. He was Chair of the Australian Vice-Chancellor’s Committee in 2000, and from 2004 – 2005, was Chair of the Group of Eight Universities. In 2006, Professor Chubb was elected the President of the International Alliance of Research Universities (IARU) for a two year term. In 2007, he agreed to remain President for an additional two years.

In June 1999, Professor Chubb was made an Officer of the Order of Australia for his services to higher education. Flinders University awarded him an honorary D.Sc. in 2000, and in April 2003, he was awarded the Centenary Medal for service to Australian society through tertiary education and university administration. In June 2006, Professor Chubb was appointed a Companion of the Order of Australia for “service to higher education including research and development policy in the pursuit of advancing the national interest socially, economically, culturally and environmentally and to the facilitation of a knowledge-based global economy.”

Long a believer in the value of public education and in the importance of a robust higher education system for the economic, social and cultural prosperity of a nation, Professor Chubb has been influential in the sphere of higher education for two decades. He has been a powerful commentator on higher education policy and planning, quality, distance education and resource allocation. Most recently, as Chair of the Group of Eight, he played a significant part in moderating some of the impact of the 2003 Higher Education Reform Bill. He is widely quoted as an authority on higher education in the media and is in much demand nationally and internationally as a speaker in higher education meetings and conferences.

Mr Darren BROWN

Director of International Development

Mr Darren Brown was appointed Director of International Development at The Australian National University in January 2008.

He graduated with a B.Ec in Economics from the University of Adelaide in 1988. In 1989, he accepted a graduate position at the Australian Bureau of Statistics before moving to the

Australian Department of Finance, where he worked for four years.

In 1994, Mr Brown joined the Australian Department of Foreign Affairs and Trade, working in the Europe Branch until 1999. In November 1999, he was appointed Assistant Director in the Trade Negotiations Division, where he managed the Trade Policy and New Trade Issues and Regional Trade Agreement Sections.

In 2000, he accepted the position of First Secretary, which involved extended periods as Chargé d'affaires a.i., at the Australian Embassy in Stockholm (with accreditation to the Nordic and Baltic countries). In this position, Mr Brown advocated Australian candidacies and positions including work on multilateral trade negotiations, human rights and legal issues, immigration and asylum matters.

On his return to Australia in 2003, Mr Brown worked as Assistant Director of the Russian and Caucuses Section, before being appointed to the position of Adviser to Prime Minister Howard (on secondment from the Department of Foreign Affairs and Trade) in 2004. From 2005, he worked as Special Adviser to the former Prime Minister, advising across a number of portfolios including on higher education policy.

In October 2006, Mr Brown was appointed Senior Adviser to the Minister for Education, Science and Training. Over his two years in this position, Mr Brown advised the Minister on issues pertaining to higher education and international education, including higher education research issues.

ETH Zurich

Professor Ralph EICHLER

President

Professor Ralph Eichler was appointed as the president of ETH Zurich in May 2007 by the Federal Council of Switzerland (Bundesrat) and assumed his position in September 2007. He is Professor of Experimental Physics at the Institute of Particle Physics at ETH Zurich and has been the Director of the Paul Scherrer Institute, a multi-disciplinary research center for natural sciences and technology, since 2002.

Professor Eichler studied physics at ETH in Zürich and completed his Ph.D. thesis at the Swiss Institute for Nuclear Research before holding research positions in Germany and at Stanford University in the United States. He returned to the ETH in 1982 and became a professor in 1989. Professor Eichler was born in Guildford, England and is a Swiss national.

Mr Anders HAGSTRÖM

Director of International Educational Affairs

Mr Anders Hagström has been Director of International Educational Affairs at ETH Zurich since 2008. Before taking up his present position he was project manager of "ETH World", an ICT development program for education, research and services. His other positions before joining ETH Zurich in 1999 included various positions in the field of continuing professional development and lifelong learning for engineers at Helsinki University of Technology, the

University of Cambridge and the European Federation of National Engineering Associations (FEANI).

Mr Hagström has been active in a number of international networks in the area of engineering education and continuing professional development, including the International Association for Continuing Engineering Education (IACEE), and the European Society for Engineering Education (SEFI).

National University of Singapore

Professor TAN Chorh Chuan

President

Professor Tan Chorh Chuan was appointed President of the National University of Singapore in December 2008. He is concurrently the Deputy Chairman of Singapore's Agency for Science, Technology and Research (A*STAR).

A renal physician, he obtained his medical training at NUS, research training at the Institute of Molecular Medicine, Oxford, and PhD from NUS. He was Dean of the NUS Faculty of Medicine from 1997 to 2000. He served as the Director of Medical Services, Ministry of Health, from 2000 to 2004, in which capacity he was responsible for leading the public health response to the 2003 SARS epidemic. He held the positions of NUS Provost, then Senior Deputy President from 2004-2008. As Deputy Chairman of the Duke-NUS Graduate Medical School Governing Board from 2004-2007, he played a key role in setting up the partnership. As the inaugural Chief Executive of the National University Health System in 2008, he brought the NUS Medical and Dental Schools and the National University Hospital under a single governance.

Professor Tan is a key leader in Singapore's Biomedical Sciences Initiative since its inception in 2000, for which he was awarded the National Science and Technology Medal in 2008. He also received the Public Service Star in 2003 for outstanding contributions to overcoming SARS in Singapore, and the Public Administration Gold Medal in 2004 for his work in the Ministry of Health. Other awards include the Albert Schweitzer Gold Medal from the Polish Academy of Medicine and the 1996 Singapore Youth Award.

Since 2008, he was a member of the World Economic Forum's Global University Leaders Forum. He is also currently Chair of the International Alliance of Research Universities, a consortium of 10 leading research-intensive universities.

Professor Tan was previously a Commonwealth Medical Fellow, Wellcome Fellow, University of Oxford, and a Visiting Scholar to Wolfson College, Oxford. He is a Fellow of the Royal College of Physicians of Edinburgh, Royal College of Physicians of London, the Royal Australasian College of Physicians, the American College of Physicians, elected Fellow of the Polish Academy of Medicine and Fellow of the Royal Geographical Society, UK.

Professor Barry HALLIWELL

Deputy President (Research and Technology)

Professor Barry Halliwell is Deputy President (Research and Technology) at the National

University of Singapore and is responsible for driving the University's research agenda. He is involved in planning and establishing research institutes, centres and programmes as well as in formulating policies and agreements relating to intellectual property rights. He oversees the NUS research institutes and centres, the NUS Institutional Review Board (IRB) and NUS Institutional Animal Care & Use Committee (IACUC) and enforcement of the NUS Research Integrity Code. His responsibilities also include overseeing the expansion and allocation of research funding.

Professor Halliwell graduated from the University of Oxford with BA (1st class) and D.Phil degrees. He holds a D.Sc degree from the University of London. He was a faculty member with the University of London, King's College from 1974 to 2000 and held a prestigious Lister Institute Research fellowship. From 1995 to 1999, he was a Visiting Research Professor of Internal Medicine and Biochemistry with the University of California, School of Medicine, Divisions of Cardiology and Pulmonary/Critical Care Medicine. Professor Halliwell was a Visiting Professor of Biochemistry to NUS from 1998 to 2000. He was Head of the University's Department of Biochemistry from 2003 to 2007 and was Deputy Director, Office of Life Sciences from 2001 to 2005. From 2003 to September 2008, he was Executive Director of the NUS Graduate School of Integrative Sciences and Engineering.

An internationally-acclaimed biochemist, Professor Halliwell is known especially for his seminal work on the role of free radicals and antioxidants in biological systems. The Thomson Reuters lists Professor Halliwell as one of the world's most highly-cited researchers in Biology and Biochemistry and his Hirsch Index is 128.

His book *Free Radicals in Biology and Medicine* published by Oxford University Press, and now in its fourth edition, is regarded worldwide as an authoritative text in the field. He was recently awarded the "Lifetime Achievement Award" by the Society for Free Radical Biology and Medicine in the USA for overall sustained excellence in the field. His laboratory is also ranked number 1 worldwide by highest citation score in Free Radical Research.

His research focuses on the role of free radicals and antioxidants in human disease, particularly Alzheimer's disease and other brain disorders. His interest in identifying the most important antioxidants in the human diet and in developing novel antioxidants has critical bearing on treating human diseases and understanding how diet might cause or prevent them.

Professor Halliwell is a member of several editorial boards including FEBS Letters, Biochemical Journal, Biochemical and Biophysical Research Communications and Antioxidants and Redox Signalling. He has been a lead speaker at Gordon Conferences and other prestigious events worldwide and is a member of several expert advisory panels to leading universities, companies and government agencies.

Professor Lily KONG

Vice President (University and Global Relations)

Professor Lily Kong is Vice President (University and Global Relations) at the National University of Singapore. She leads the University in its strategic development to become a leading global university through strengthening of relations with diverse stakeholders. Her responsibilities include developing the university's internationalisation strategy and providing guidance in its implementation. She is also Director of the Asia Research Institute (ARI), established as a university-level institute in July 2001 as one of the University's strategic initiatives to be a world-class hub for research on Asia.

A graduate of the National University of Singapore and University College London, Professor Kong is a geographer and has been a faculty member in the NUS Department of Geography since 1991. She was Sub-Dean in the NUS Faculty of Arts and Social Sciences from 1995 to 1996; Vice-Dean from 1997 to 2000, and Dean from 2000 to 2003. She also concurrently held the position of Dean of the University Scholars Programme from 2002 to 2003 and from 1998 to 1999, she acted as the Assistant Director, Office of Research. She was Vice Provost(Education) from 2004 to 2007.

Between 1997 and 2003, Professor Kong received five fellowship awards including the Commonwealth Fellowship Award and the Fulbright Fellowship Award. Between 1993 and 1997, she was twice a recipient of the NUS Faculty of Arts and Social Sciences Teaching Excellence Award as well as the National Book Development Council of Singapore Book Award. She was also awarded the NUS Outstanding University Researcher Award in 1997. She has an Honorary DSc from Loughborough University, UK and was the recipient of the 2006 National Day Award, the Public Administration Medal (Silver). In 2009, Professor Kong was awarded the Robert Stoddard Award for Distinguished Service to the Geography of Religion and Belief Systems Specialty Group of the Association of American Geographers.

Professor Kong's main research foci are religion, cultural policy and creative economy, and national identity. She has written about globalization and migration, and the social construction of nature and the environment. She has more than 10 books and monographs to her name, as well as over 130 papers in international refereed journals and chapters in books.

Ms Denise CHUA

Associate Director of the International Relations Office

Ms Denise Chua is Associate Director, International Relations Office, at the National University of Singapore. She manages relations and facilitates collaborations with NUS network partners in alliances such as the International Alliance of Research Universities (IARU), Association of Pacific Rim Universities (APRU), ASEAN University Network (AUN) and Universitas 21 (U21).

From 2008 to 2009, Ms Chua was in charge of relations with institutions in Europe, Middle East and Africa, and from 2001 to 2007, with institutions in Asia and Australasia. She also handled several important projects, such as the Asia Pacific Association for International Education (APAIE) Conference in March 2007 and a series of Nobel Laureates Public Lectures as part of the NUS Centennial Celebrations from July 2005 to April 2006. Other responsibilities included liaising with ministries and government agencies for government level programmes and requests.

Prior to joining the University, Ms Chua worked in public relations in the hospitality industry. She graduated from the National University of Singapore in Economics and European Studies and obtained a Diploma in Public Relations Management from the Institute of Public Relations of Singapore.

University of California, Berkeley

Professor Robert J. BIRGENEAU

Chancellor

Professor Robert J. Birgeneau became the ninth chancellor of the University of California, Berkeley, on September 22, 2004. An internationally distinguished physicist, he is a leader in higher education and is well known for his commitment to diversity and equity in the academic community.

Before coming to Berkeley, Professor Birgeneau served four years as president of the University of Toronto. He was previously Dean of the School of Science at the Massachusetts Institute of Technology, where he spent 25 years on the faculty. He is a fellow of the US National Academy of Sciences, the Royal Society of London, the American Philosophical Society and other scholarly societies. He has received many awards for teaching and for his research on the fundamental properties of materials.

In 2006, Professor Birgeneau received a special Founders Award from the American Academy of Arts and Sciences along with President John Hennessy of Stanford University and filmmaker George Lucas. Established in the 225th anniversary year of the Academy, this award honors men, women and institutions that have advanced the ideals and embody the spirit of the Academy founders — a commitment to intellectual inquiry, leadership and active engagement. In 2008, Professor Birgeneau and President Nancy Kantor of Syracuse University received the 2008 Carnegie Corporation Academic Leadership Award as “Champions of Excellence and Equity in Education.” Most recently, Professor Birgeneau was one of three recipients of the Shinnyo-en Foundation’s 2009 Pathfinders to Peace Prize for his contributions to bringing about a more peaceful world. The foundation singled out Professor Birgeneau for his “commitment to diversity, equity and inclusion and to the integration of public service as an essential component of the academic experience.” In 2009, Professor Birgeneau became Chair of the Council of Presidents, Universities Research Association, Inc.

A Toronto native, Professor Birgeneau received his B.Sc. in mathematics from the University of Toronto in 1963 and his Ph.D. in physics from Yale University in 1966. He served on the faculty of Yale for one year, spent one year at Oxford University, and was a member of the technical staff at Bell Laboratories from 1968 to 1975. He joined the physics faculty at MIT in 1975 and was named Chair of the Physics Department in 1988 and Dean of Science in 1991. He became the 14th president of the University of Toronto on July 1, 2000.

At Berkeley, Professor Birgeneau holds faculty appointments in the Departments of Physics and Materials Science and Engineering in addition to serving as Chancellor.

He and his wife, Mary Catherine, have four grown children and nine grandchildren.

University of Cambridge

Professor Alison RICHARD

Vice-Chancellor

Professor Alison Richard was installed as the 344th Vice-Chancellor of the University of Cambridge on 1 October 2003. The Vice-Chancellor is the principal academic and administrative officer of the University, and Professor Richard is the first woman to hold the position full-time.

Tenure at Cambridge

Early in her tenure, Cambridge led the way nationally in establishing needs-based bursaries to ensure that undergraduate students and applicants were not disadvantaged by the national introduction of higher university tuition fees.

Professor Richard has supported major teaching and research initiatives across the landscape of academic disciplines, and has placed particular importance on large-scale interdisciplinary activity putting fundamental science and scholarship at the service of society.

Another characteristic of her term of office has been the great development of the role of alumni as advisers and ambassadors for Cambridge. As part of this engagement, alumni have contributed impressively to the 800th Anniversary Campaign - the first UK university fundraising campaign to seek £1 billion in donations, and the first campaign in Cambridge to draw together the University and its 31 Colleges.

The priority of developing alumni relations has also been woven into Professor Richard's extensive international travels in support of Cambridge's growing international activity.

On her watch, Cambridge has established an Investment Office, and re-organised the management of the endowment, to enable endowment income to contribute effectively to a healthy mix of income sources.

Biography

An anthropologist with a first degree from the University of Cambridge and a doctorate from the University of London, Professor Richard joined the faculty of Yale University in the USA in 1972. She was appointed full professor in 1986, chairing the Department of Anthropology at Yale from 1986 to 1990, and later serving as Director of the Yale Peabody Museum of Natural History, where she oversaw one of the most important university natural history collections in the USA. She was appointed to the Franklin Muzzy Crosby chair of the Human Environment in 1998. Her academic leadership at Yale culminated in her appointment as Provost of Yale in April 1994. The Provost is the chief academic and administrative officer of the University after the President, and as Provost Professor Richard oversaw major strengthening of Yale's financial position and significant growth in academic programmes.

As a researcher, Professor Richard is widely known for her work and writings on the evolution of complex social systems among primates. This work has taken her to Central America, Northern Pakistan and in particular Madagascar.

Honours

Professor Richard was elected a member of the American Philosophical Society in 2009. She holds Honorary Degrees from Peking University, China (2004), the University of Antananarivo, Madagascar (2005), York University, Toronto (2006), the University of Edinburgh (2006), Queen's University Belfast (2008), Anglia Ruskin University (2008), Yale University (2009), the Chinese University of Hong Kong (2009), and Ewha Womans University, Korea (2009). In 2005 she was appointed Officier de l'Ordre National (Madagascar). She is an Academician of the UK's Academy of Social Sciences, and has been appointed by the Prime Minister as a member of the National Council for Educational Excellence, and as a UK Business Ambassador.

Dr Jennifer BARNES

Pro Vice-Chancellor, International Strategy

Dr Jennifer Barnes, BA, MA, MMus, PhD, FRSA is Pro Vice-Chancellor for International Strategy at the University of Cambridge, and President of Murray Edwards College, Cambridge, formerly New Hall, a college of the University.

Dr Barnes was born in Massachusetts, USA, and earned a BA in literature from Smith College. She went on to undertake postgraduate study in opera at the Royal College of Music, and then earned her doctorate in music from the University of London. She was a professional opera singer from 1986 to 1991 and a founding member of Mecklenburgh Opera. In 1989 she was appointed to the position of Associate Professor at the Royal Academy of Music and then moved to the Royal College of Music. During this time she developed a neuroscience research partnership between the Royal College of Music, Imperial College and Manchester University to address the effects of performance pressure on musicians and dancers.

In 1999 she took up the post of Assistant Principal and Dean of Trinity College of Music. In 2005, she was appointed to be the first Director of Global Education for BP. She advised colleagues in over 25 countries on how to establish partnerships between business, governments and the university sector to support university programmes.

She was elected President of Murray Edwards College in 2008 and continues to advise on governance, organisational culture, international policy and strategy issues in higher education.

Dr Barnes is the author of several publications, including *The Fall of Opera Commissioned for Television* (2005), and her writings have been translated into several languages. She is a contributor to radio and television and was elected a Fellow of the Royal Society of Arts in 2004.

She is also a Director of St Bart's Medical Hospital Trust, a Director of Trinity College London, a member of the Society of Authors. Jennifer Barnes is married to the tenor Richard Edgar-Wilson, a Cambridge alumnus, and they have a son and a daughter.

She was appointed Pro Vice-Chancellor for International Strategy in Autumn 2009 and took office on 1 January 2010.

Ms Tao-Tao CHANG

Head, International Relations Office

Ms Tao-Tao Chang is currently Head of the International Office at the University of Cambridge, a post she has held since 2005. She gained her first degree in Classics from the University of Cambridge, and went on to take a Master's in Chinese Area Studies at SOAS, University of London, majoring in post 1840 Chinese history and politics, at SOAS, where her particular research interest was in physical education, and in particular, the deliberate 'recasting' of Chinese martial arts as a form of physical exercise for female emancipation and nation-building in early twentieth century China.

She worked variously in electronic publishing, documentary film research, and as a teacher of English as a Foreign Language before settling into a career in international education from 2000 onwards.

University of Copenhagen

Professor Dr Ralf HEMMINGSEN

Rector

In November 2005, Professor Ralf Hemmingsen became the 258th Rector of the University of Copenhagen, and the first ever to be employed by the University. He was previously Dean of the Faculty of Health Sciences and Medical Director at the Psychiatric Department at Bispebjerg Hospital in Copenhagen. He has also been Professor of Psychiatry at the University of Copenhagen since 1995.

From 1986-2002, Professor Hemmingsen was the Medical Director of a major ward at Bispebjerg Hospital, with responsibility for professional development, human resources, finance and construction projects together with inter-institutional/sector collaborations. At the same time as overseeing professional specialisation, he spearheaded extensive rebuilding and decentralisation projects.

He then acted as Dean of the Faculty of Health Sciences from 2002-2005 until his current appointment as Rector. His aim has been to close the gap between staff and management and between ideas, analysis, decisions and results. Professor Hemmingsen has been at the forefront of strategic activities within the fields of research prioritisation, establishing inter-faculty/institutional educational programmes and scientific endeavours, human resources, and payroll policy and financial control. He gained managerial experience early in his career as joint convenor of the Danish Medical Practitioners Union and from his three years as Deputy Chairman of the Association of Junior Doctors.

During the period from 1975 to 2006, Professor Hemmingsen published 161 papers in scientific journals, of which 139 are indexed in Medline. In 1976, he was awarded the University of Copenhagen Gold Medal.

His field of research is neurobiology and psychiatry, with special reference to schizophrenia and psychiatric law. His research includes clinical work with patients and experimental studies using animal modelling. He has supervised nine Ph.D. students and is co-tutoring a further five. He has extensive experience in undergraduate teaching from his time as a clinical lecturer in psychiatry between 1978 to 1980 and 1984 to 1995 and since 1995 as professor. He has also gained experience in teaching, both as a teacher and course director in biological psychiatry, acute psychiatry, and psychiatric law since 1984. He has taught courses for researchers and consultant specialists, and has and been a member of, and chaired, national and international scientific bodies.

Dr Hanne HARMSSEN

Vice-Provost for Education

Dr Hanne Harmsen is Vice-Provost for Education at University of Copenhagen, Denmark. Her responsibility is to facilitate and coordinate a coherent education strategy across the university with its more than 37.000 students. She heads university education services which includes the international office, student administration and student IT, quality assurance, as well as the alumni association. From 2005 to 2007 she was Dean of Research at Aarhus School of Business, Denmark and from 2001 to 2005 she was Associate Dean of Strategic Development as well

as executive MBA Programme Director at ASB. Prior to that, she was associate professor in innovation management and headed a research group on innovation management in the food industry. Teaching experience on all academic levels covers topics in marketing, innovation management, and change management. She has worked as a consultant for a wide range of Danish and international companies and is a frequent speaker on university management and change.

Dr John E. ANDERSEN

Director, International Affairs

Dr John Andersen is Director of International Affairs at the University of Copenhagen and Head of the International Office. From 1976 to 2002, he was Associate Professor at the Department of Nordic Philology at the University of Copenhagen. From 1980 to 1985, he was on leave as a visiting professor at the University of Basel and Zürich, Switzerland.

Dr Andersen has an active role in developing new programmes offered in English, renewing the International Strategy of the University, and accomplishing international goals in the performance contract with the Danish Ministry of Science, Technology and Innovation.

Dr Andersen is the central contact person for the International Association for Research Universities (IARU) at the University of Copenhagen and holds a number of honorary offices and assignments in Denmark and abroad such as Chairman of the Danish Rectors' Conference permanent Committee for International Relations.

Mr Steen ULRICH

Executive Consultant, Rector's Office

Mr Steen Ulrich is currently the Head of the Rector's Office (Chief of Staff) at the University of Copenhagen. He has held previous positions as a political adviser in the European Parliament and as a European Affairs consultant with the Confederation of Danish Industry. Mr Ulrich has also undertaken an internship at Prime Minister's Office in Denmark.

He has a MSc in Political Science and MA in European Affairs.

University of Oxford

Professor Andrew HAMILTON

Vice-Chancellor

Professor Andrew Hamilton was admitted as Vice-Chancellor of the University of Oxford on 6 October 2009.

Professor Hamilton, BSc, MSc, PhD, FRS, read chemistry at the University of Exeter. After studying for a master's degree at the University of British Columbia, he received his PhD from Cambridge University in 1980 and then spent a post-doctoral period at the Université Louis Pasteur in Strasbourg.

In 1981 he was appointed Assistant Professor of Chemistry at Princeton University then in 1988 served as a department chair and Professor of Chemistry at the University of Pittsburgh. He joined Yale in 1997 and was Provost of Yale from 2004 until October 2008 where he combined a wide-range of administrative duties with teaching and research.

Achievements during his time as Provost of Yale included the acquisition of the West Campus, the re-establishment of the Yale School of Engineering and Applied Science after a forty-year hiatus, a reform of the tenure process and the significant enhancement of the Yale undergraduate curriculum. In addition to serving as Provost he was Benjamin Silliman Professor of Chemistry and Professor of Molecular Biophysics and Biochemistry. His research interests lie at the interface of organic and biological chemistry, with particular focus on the use of synthetic design for the understanding, mimicry and potential disruption of biological processes.

Professor Hamilton's academic achievements have been widely recognised internationally. In 1999 he received the Arthur C Cope Scholar Award from the American Chemical Society, and in 2004 he was elected a Fellow of the American Association for the Advancement of Science and of the Royal Society.

Professor Ewan McKENDRICK

Pro Vice-Chancellor (Education, Academic Services, and University Collections)

Professor Ewan McKendrick, Fellow of Lady Margaret Hall and Herbert Smith Professor of English Private Law, became Oxford's Pro Vice-Chancellor for Research, Academic Services and University Collections in June 2006. In September 2008 the Research portfolio was replaced by that of Education.

As Pro Vice-Chancellor for Education, Academic Services and University Collections, Professor McKendrick is responsible for the University's strategy and policies for teaching, learning, student support and admissions. This includes the oversight of the standards of the degrees awarded across the University, procedures for approving new courses, enhancing educational provision for students, and the University's policy and procedures for admissions, financial support, and widening participation. He has general responsibility for the oversight of university libraries, museums and collections, as well as Oxford's computing and language teaching services.

In his former role as Pro Vice-Chancellor for Research, Professor McKendrick was responsible for seeking out new funding opportunities and co-coordinating the University's relationships with its major research funders. He led the University's submission in the recent Research Assessment Exercise which resulted in Oxford gaining the highest amount of quality research funding of any UK university.

Professor McKendrick gained his LLB Hons from Edinburgh University and his BCL from the University of Oxford. He was called to the Bar in 1998 and is a barrister at 3 Verulam Buildings and a Master of the Bench at Gray's Inn. Before taking up his Professorship at Oxford, Professor McKendrick taught at a number of institutions, including the University of Essex, the London School of Economics and University College London. He has published widely in the areas of contract law, commercial law and tort law. He is a Delegate of Oxford University Press.

The University of Tokyo

Professor Junichi HAMADA

President

Professor Junichi Hamada became the 29th President of the University of Tokyo on April 1, 2009.

Professor Hamada specializes in information law and policy. He received his Bachelor's degree in 1972, his Master's degree in 1974, and his Doctoral degree in 1980, all from the University of Tokyo in the field of law. Professor Hamada's original specialty was constitutional law, with emphasis on the research of the freedom of expression. Consequently, he actively pursued various issues of in the areas of press and information law, including freedom of news gathering, law of privacy and defamation, and the convergence of broadcasting and telecommunications.

Professor Hamada joined the University of Tokyo as a research associate at the University of Tokyo's Institute of Journalism and Communication Studies in 1978 and was appointed a full professor in 1992. After serving as Director of the Institute from 1995 to 1999, he was named Dean of the Interfaculty Initiative in Information Studies and Dean of the Graduate School of Interdisciplinary Information Studies from 2000 to 2002. He was appointed as Managing Director, Executive Vice President of the University of Tokyo in 2005.

In addition to his position as President of the University of Tokyo, Professor Hamada serves as the President of the Japan Association of National Universities and as the Chairman of the Radio Regulatory Council in the Ministry of Internal Affairs and Communications.

Professor Yoichiro MATSUMOTO

Managing Director and Executive Vice President

Yoichiro Matsumoto is Professor of the Department of Mechanical Engineering of the Graduate School of Engineering, the University of Tokyo. He has been a Special Adviser to the President and Vice President and became the Managing Director and Executive Vice President in April 2009. Professor Matsumoto received his Bachelor's, Master's and Doctoral degrees all from the University of Tokyo in Mechanical Engineering respectively in 1972, 1974 and 1977. He became a Lecturer in 1977, an Associate Professor in 1978 and full professor of Mechanical Engineering in 1992. He served as Vice Dean of the School of Engineering from 2004 to 2006 and Dean of the School from 2006 to 2008.

Professor Matsumoto's most recent scientific interest is fluids engineering, molecular dynamics, rarefied gas dynamics, multiphase flows and medical application of fluid engineering. His research work and papers have received awards numerous times. He recently received the Calvin W. Rice Lecture Award in 2005 from ASME and the JSME Medal for Outstanding Paper, Fluids Engineering Award from JSME and the JACM Award for Computational Mechanics in 2007. He served as President of the Japan Society of Fluid Mechanics in 2004, President of the Visualization Society of Japan in 2007 and President of the Japan Society of Mechanical Engineers in 2010.

Professor Kiichi FUJIWARA

Professor, Graduate Schools for Law and Politics

Professor Fujiwara is Professor of International Politics at the University of Tokyo, teaching courses on international relations and international conflict at the Faculty of Law, Graduate Schools of Law and Politics, and the Graduate School of Public Policy, the University of Tokyo.

A graduate of the University of Tokyo (B.A. and M.A.), Professor Fujiwara studied as a Fulbright student at Yale University, before he returned to Japan at the Institute of Social Science (ISS). He first joined the faculty at Chiba University, and then returned to ISS for seven years before moving into his present position. He has held positions at the University of the Philippines, Johns Hopkins University, and was selected as a fellow of the Woodrow Wilson International Center at Washington D.C.

Professor Fujiwara is better known for his writings on international affairs, including *Remembering the War*, 2001; *A Democratic Empire*, 2002; *Is There Really a Just War?* 2003; *Peace for Realists*, 2004 (winner of the Ishibashi Tanzan award, 2005), *International Politics*, 2007; and *War Unleashed*, 2007.

Professor Fujiwara is a regular commentator on international affairs and Japanese foreign policy on Japanese TV networks such as NHK and TBS, along with the BBC World Service, CNN, and NPR.

Mr Tatsuo KISHI

General Manager, International Affairs Department

Mr Tatsuo Kishi has been the General Manager of International Affairs Department of the University of Tokyo since April 2008. From 2006 to 2008, he was based in Singapore as Director for Community Relations in Singapore at the Ministry of Education, Culture, Sports, Science and Technology (MEXT). He also worked as a Managing Professor of Tohoku University from 2002 to 2004 before he served as the Director of the International Affairs Department of the university in 2005 and in 2007.

Mr Kishi worked for the Japan Society for the Promotion of Science as the Head of the Research Cooperation Division in charge of the exchange programs with NSF of US, the Royal Society of UK, CNRS of France from 1999 to 2002. From 1997 to 1999, he worked for the Agency for Cultural Affairs, an extra-ministerial bureau of MEXT, as the Coordinator for International Affairs dealing with the coordination of overseas exhibitions of Japanese traditional arts.

Mr Hirotaka MORITA

Staff Member, International Exchange Group

Mr Hirotaka Morita is a staff member of the International Exchange Group at The University of Tokyo. Before being appointed to this position, he was a Program Coordinator in the San Francisco Office of the Japan Society for the Promotion of Science.

Yale University

Ms Linda Koch LORIMER

Vice President & Secretary

Since returning to Yale in 1993, Ms Linda Koch Lorimer has served as the senior counselor to the President and the leader of major strategic initiatives for the University. In recent years, she has focused on strengthening Yale's efforts for internationalization and building an Office of International Affairs to serve the faculties and University. She currently is guiding Yale's use of digital technology to disseminate the University's intellectual treasury much more extensively in this country and around the world. She assumed oversight of Yale's sustainability initiative in 2009, to underscore Yale's aspirations to be a model of best practice for universities worldwide.

Ms Lorimer also serves as Secretary of the Yale Corporation, and she is the officer responsible for Yale's public relations, alumni affairs, safety and security, corporate governance, and licensing.

A graduate of Norfolk Academy, Hollins University, and Yale Law School, Ms Lorimer practiced law in New York City at Davis Polk & Wardwell and then held a series of administrative positions at Yale between 1978 and 1986, including service as the youngest Associate Provost in the University's history. From 1986 to 1993 Ms Lorimer served as President of Randolph–Macon Woman's College. During this period, she was elected as a Fellow of the Yale Corporation.

Ms Lorimer has been a leader of numerous non-profit and corporate enterprises. She was President of the Board of the American Association of Colleges and Universities, Vice Chair of the Board of the Center for Creative Leadership and Chair of the Board of the Women's College Coalition. She has given board service to all of her alma maters as well as four public corporations. She currently serves on the Board of the McGraw-Hill Companies, having served as the Lead Director for five years.

Ms Lorimer was awarded the Order of Merit by the Government of Argentina for advancing international education (2003), the Sandra Day O'Connor Award by the American Bar Association for board excellence (2008), and the Yale Medal for conspicuous service to Yale (2008). She has received four honorary degrees for her efforts to advance women.

Ms Fawn WANG

Assistant Secretary of Yale University

Ms Fawn Wang, Assistant Secretary of the University, is responsible for all Yale's China initiatives, including developing and managing a variety of programs that involved creating and sustaining extensive relationships with Chinese senior officials in government, business and higher education.

Ms Wang has organized many Yale presidential visits to China and other high level events. She arranges meetings between Yale officials and Chinese leaders, and handles all media coverage, including interviews on television and radio for Yale events in China. She is also responsible for hosting distinguished Chinese guests and delegations visit to Yale campus. Prior to her

appointment as Assistant Secretary, Fawn Wang was a senior program officer at the Yale-China Association, where she developed and managed public, fellowship and health programs.