



Confirmed Outcomes of the Sixth IARU Presidents' Meeting

Yale Club, 6 & 7 April 2011

Introduction & Welcome

President Tan Chorh Chuan (NUS & IARU Chair) welcomed all participants to the meeting and in particular, Professor Ian Young (ANU Vice Chancellor), Mr Graham Allen (Cambridge Academic Secretary), Mr Li Yuning (Beida, Alumni Affairs) and Professor Zheng Xiaoying (Beida, Institution of Population Research) who were attending the IARU Presidents' Meeting for the first time.

The Chair acknowledged Todai's attendance at the meeting despite the situation in Japan. Professor Kiichi Fujiwara (Todai) thanked everyone for their encouragement and offers of assistance, and extended President Junichi Hamada's apologies for being unable to attend the meeting.

Responding to the Chair's thanks for hosting this year's meeting, President Richard Levin (Yale) gave a brief overview of the Yale Club and welcomed everyone to make use of its facilities during their stay in New York.

IARU Chair for the term April 2011 – March 2013

Professor Ian Chubb (ANU & immediate past IARU Chair) announced that majority of the IARU Presidents had voted to re-elect President Tan Chorh Chuan for a second term, from April 2011 to March 2013. The Chair thanked Professor Chubb for his assistance in overseeing the nomination and election of the IARU Chair for the new term. He also thanked members for the support and pledged to do his best to be of service to IARU as the Chair for another term.

1. Engaging China: Opportunities and Challenges for Universities

1.1 [Understanding Beida's and China's goals for partnerships with international higher education institutions](#)

President Zhou Qifeng (Beida) said that internationalization was not a new initiative and acknowledged that all IARU universities already have existing collaborations with various partners in China. He shared that China's major educational policies, such as Projects 211 and 985, as well as the National Plan for Medium and Long Term Education Reform & Development, guided China's Higher Education institutions as they further developed their internationalization strategies. President Zhou provided the following highlights:

a. The Chinese central government is offering greater support for Higher Education and its internationalization process. The national GDP spending on education will increase from 3.3% to 4.0% by 2012. The National Plan highlights the following seven points (the last three are related to internationalization):

- Improving cultivation of talent and professionals
- Elevating research levels
- Buttressing social service capacities
- Optimizing a distinctive higher education structure
- Promoting student international exchanges and cooperation
- Introducing quality education resources abroad
- Upgrading exchanges and cooperation (through partnerships)

Responding to a query, President Zhou shared that the Government was looking at improving the education standards in the Western part of China, but efforts there were likely to be on capacity building.

- b. Zhongguancun Science Park (Z-Park) has been earmarked to become China's Silicon Valley or Palo Alto in the next 10 years. Its aim is to increase innovation-based development and the internationalization of industry in China, as well as to attract a pool of talented entrepreneurs. Although Z-Park has been in operation since the 1980s, it was only recently slated as China's first National Demonstrative Zone in March 2011, and would receive funding of \$50 Billion Yuan (US\$7.6 Billion) for the first five years for its development and commercialization of scientific and technological innovations. Beijing would also be creating more incentives for participation, e.g. through the lowering of taxes. President Zhou extended the invitation to consider working collaboratively and to set up an office in Z-Park.
- c. Z-Park is about 232km², a highly concentrated educational, research and high-tech industrial zone, located near the Chinese Academy of Sciences, Chinese Academy of Engineering, national universities including Beida and Tsinghua and 20 other research institutes. Major local and Fortune 500 companies there include Lenovo, Sinovac and Baidu, as well as Microsoft, IBM, AMD and Motorola. More industry players are currently being invited to set up their centers there. Areas of research interest at Z-Park include electronics, bio-pharmaceuticals, new energy, photo-electronics, new materials, environmental protection and creative cultural pursuits. In addition, Z-Park is also looking into urbanization research, as well as health care. More information is available on its website: <http://www.zgc.gov.cn/english/>.
- d. NYU partnered with the East China Normal University to set up a liberal arts and science college in Shanghai. This college is a strong indication of China's opening up to greater collaborative efforts and granting joint-degrees with international universities. The construction and educational costs of NYU Shanghai is funded by the local government, and the university has been granted independent status. The first class will begin in the fall of 2013.

- e. Beida is interested in further collaboration in the following subject areas :
- Western Classical Studies, at its newly established Center for Western Classical Studies.
 - Regional Studies, specifically in African and Latin American regions. Currently, there is a knowledge gap in this field of study.
 - Sciences – Brain & Cognitive Science, Information Science, Life Science, Clinical Medicine, New Function Materials, and Energy, Resource & Environment.
- f. There are now greater opportunities to bid for funding or research grants from the Chinese government, especially from the municipal governments and the National Science Foundation. It typically requires collaboration with a Chinese university and international partners can re-apply for funding to continue its work.

1.2 [Case Studies from IARU Partners](#)

Partner institutions shared their strategies on engaging China. Write-ups on the various initiatives and case studies are available in the Presidents' Meeting papers:

- a. [ETH Zurich](#). Through a Swiss government initiated program, ETH Zurich assumed the “leading house” role in the Sino Swiss Science and Technology Cooperation (SSSTC) which started in 2008. Through SSSTC, all Swiss universities have access to collaborations and exchanges with top Chinese institutions. The collaboration has resulted in 127 funded projects (25% are from ETH Zurich) with education, research institutions and industry, including organizations like the Chinese Chamber of Commerce. SSSTC will become a long term project, with the likelihood of its CHF11 Million budget being increased in its second phase.
- b. [University of Copenhagen](#). Denmark is considered to have a matured or advanced level of engagement in China, and is approaching what it refers to as a “symmetrical relationship”. Efforts from the Danish government and institutions are now matched by their Chinese counterparts – e.g. funding from both Danish and Chinese NRF, exchange students from both countries, and jointly drafted proposals. Chinese researchers have also set up facilities in Copenhagen, and vice versa.
- c. [Australian National University](#). Another notable effort involving strong government support is the “Australian Centre on China in the World” based at ANU. This Centre leads national multi-disciplinary research and education efforts relating to understanding of China’s place in the world. Professor Chubb shared that the creation of the centre is motivated by the strong economic cooperation and other ties between the two countries.
- d. [National University of Singapore](#). NUS shared some of the issues it experienced in trying to establish a joint graduate-level school. There was a wide array of regulatory requirements, paperwork and high-level meetings involved. This required a thorough understanding of the policies of the Chinese authorities as well as nimbleness and flexibility to respond to policy changes. Eventually, the School did not materialize and instead a research facility was set up which would offer some training and education opportunities on a non-degree granting basis.

- e. Oxford and Cambridge Universities. Both shared that their bottom up approaches and working with industries and organizations (without having to partner first with a local university) proved to be quite successful. Oxford partners with Chinese research centers for diabetes, stroke and cancer clinical trials. Its major investment through its Oxford University Press currently has 280 employees in China. Cambridge has strong collaborations with the Academy of Sciences, as well as with banks and other industry players such as China Mobile. Cambridge also shared its Low Carbon Energy University Alliance with MIT and Tsinghua. It is a unique example of a global collaboration, with an interdisciplinary approach to energy research. The collaboration is funded by the Chinese government.
- f. Berkeley and Yale. Both emphasized the importance of acknowledging a university community's deep interest in China, especially from its students. Having a significant presence and engagement in China can create a galvanizing effect on the university community.

Presidents also briefly discussed their engagement in India and Indonesia, and concluded that it was not easy to replicate their China engagement strategy as a “template” for interactions in other countries.

1.3 IARU Center in Beida

ANU, Cambridge, Copenhagen, ETH Zurich, NUS, Oxford, Todai and Yale indicated their support for an IARU Center in Beida guided by the following scope:

- a. An anchor activity is to organize research activities such as conferences in areas that are of interest to Beida (e.g. area studies) and the Alliance (e.g. ageing and sustainability). Its purpose is to encourage research efforts on various topics, rather than to drive “top-down” research in a specific area.
- b. Based on their experiences, partners shared that it was very useful to have a physical base at overseas locations where they have a high number of students and faculty. Such a center would also enable greater future educational collaborations as well as enhance the Alliance's relations and interactions with Beida. There was an advantage to pooling resources for a joint centre as there was probably insufficient activity throughout the year to justify an individual university setting up its own office in China.
- c. Partners have also raised several points of concern to note with regards to the utility of the Center, and agreed that as a start, it should be a modest sized center.
- d. Collaborative “bottom up” research efforts or activities can be uncertain or even unlikely. In addition, some universities already have a base in China, as well as established networks with universities, organizations and their embassies so a liaison person may not be necessary. If a decision were taken to proceed, interested participants will have to play an active role to sustain the IARU Center.

The Secretariat was requested to work with Beida to do a feasibility study and develop a proposal to be tabled at the next Senior Officers' Meeting.

2. Value of Research-Intensive Universities

- a. Partners acknowledged that the issues raised by the Value of Research-Intensive Universities initiative were of great importance and relevance to their universities. Although IARU institutions were at various stages, all governments and the public would eventually require justification for public funding.
- b. At the workshop held in conjunction with the Senior Officers' Meeting in October 2011, participants heard case studies from partner institutions and two invited senior speakers. Mr Hans Widmer (Novartis) shared that in its numerous stages of drug development, Novartis had turned to research universities for answers based on fundamental research. This statement was similar to the report made by Lord Krebs in 2009 – who shared how a study of 10 key advances in cardiovascular medicine referenced more than 600 papers from various disciplines (40% from non-medicine departments including engineering, botany, and the humanities).
- c. For the initiative's next steps, Professor Barry Halliwell (NUS) will take into consideration the following comments and feedback received from the Presidents:

- Presidents supported the suggestion to compile good cases, anecdotes or “sound bites” that effectively illustrates the value of research-intensive universities (e.g. Novartis and Lord Krebs's quote; see President Richard Levin's [Why Colleges and Universities Matter](#)). One way was to look for iconic patents and examine which research was used. Also needed was evidence of industry (e.g. pharmaceuticals) approaching multiple faculties or departments in universities.

Another rich source was testimonials from Nobel prize winners, employers, teachers, and researchers. Include students who were exposed to research at an undergraduate level. Anecdotes should also feature examples from the humanities.

Anecdotes may also illustrate the value of research-intensive universities in relations to culture and society, e.g. an individual's opportunity for leveling upwards.

- Government policies could have unintended, adverse effects on a university's strategy or character. Policies, such as UK's and Australia's restrictions on visas would limit the flow of leading academics and top students, affecting a university's internationalization strategy. Separately, Singapore and UK researchers were called to demonstrate research application and deliver quick results which might have a negative impact on fundamental research.
- In prescribing a methodology for articulating the value of research-intensive universities, it would be useful to include an economic argument or angle, especially for universities who were just embarking on such a study. However, partners who had done this exercise cautioned that an economic argument had not been very useful.
- A more concrete demonstration of the value of research-intensive universities was to present data and statistics – e.g. percentage of patent citations referencing university research papers, or where Nobel prize winners or top researchers studied.
- Australian universities were debating the benefits of research-intensive universities versus research institutes, and the co-location of teaching and research. How can universities demonstrate that students from research-intensive universities are vastly different from students in a teaching-focused university?

- President Levin suggested that young people might be able to make a more compelling argument for the value of research-intensive universities. Partners observed that it was typically very senior people, or those in their 50s making the case. Universities should also create awareness amongst our students and departments on this subject.
 - Industry and research agencies could be approached to become possible allies, e.g. Australia's Commonwealth Scientific and Industrial Research Organization and the American National Science Foundation.
- d. A draft statement to guide the Alliance's approach was circulated to Presidents and would be updated based on the latest discussion at the Presidents' Meeting. The statement will not be a formalized IARU document.
 - e. Outcomes from this initiative may be in the form of a repository, literature review, or online templates on various themes. Interns may be recruited to assist with some of these tasks. Participants supported Professor Ewan McKendrick's proposal that the Pro Vice Chancellors for Research meet to take this initiative further. Separately, the Provosts will also meet to discuss Outcomes Based Assessments (read more under 4.1). Interested individuals can contact Professor Halliwell and form a core group to champion this effort.

3. Grand Challenge & Global Education Initiatives

3.1 Grand Challenge

3.1.1 [Sustainable Campus Initiative & Sustainability Fellowships](#)

- a. Campus Sustainability, a project led by ANU with representation from all IARU institutions is one of IARU's flagship projects so far and the only identified grand challenge. Mr Darren Brown (ANU) reported that the initiative has grown from strength to strength. Its major achievements include launching the IARU campus sustainability website, an online Toolkit and a How-To Guide. The initiative has led to some partners establishing sustainability offices where they had not existed before and all partners now participate in the sustainability fellowships program that began as a bilateral initiative between ANU and Yale. There had been some instances of increased emissions (attributable to increased campus populations of expanded building or research activity) but when measured against intensity metrics such as per capita, per square metre or research loads, there were reductions against "business as usual" models. Next steps include a focus on strategies to reduce energy and water consumption (especially waste water). IARU can also demonstrate leadership through outreach, developing more on-line modules and making case studies more accessible.
- b. Mr Bart Meehan (ANU) and Ms Julie Newman (Yale) have been instrumental in the leadership and success of this group, in particular, the way they rallied various sustainability initiatives and interacted with all partners. Both have indicated that they are unable to continue in their leadership roles due to retirement and other matters. Noting that the group should not lose any momentum, Presidents agreed to engage Mr Meehan on a consultancy basis for a year at a fee of US\$10,000. ANU was requested to assist with the terms of the contract with Mr Meehan.

In the meantime, interested IARU Sustainability heads are urged to step forward to take up leadership and coordination of the Sustainability group.

- c. At the meeting in October 2010, Senior Officers recommended funding of up to US\$15,000 to develop the website content, prepare write-ups, and other materials. The Sustainability Officers agreed to take up the funding offer, and Presidents endorsed this request.

Total outstanding funds for remaining activities is US\$40,000. The breakdown:

- Consultancy Fees : US\$10,000
- Website development write-up for materials, etc : US\$15,000
- 2011 Sustainability Officers' Meeting : US\$15,000

- d. Dr Margrit Leuthold (ETH) highlighted that the International Sustainability Campus Network (ISCN) and Global University leaders Forum (GULF) were possibly doing similar work on Sustainability. Sustainability Officers were asked to examine where the overlaps might be and how IARU might collaborate with them.

Presidents agreed that IARU should aim to be distinctive, for example by reaching out to third world country campuses at the early stage of campus sustainability, and currently not in GULF or ISCN.

- e. President Tan Chorh Chuan (IARU Chair) proposed the creation of a Wiki-like website for Campus Sustainability where non-IARU institutions can upload their own resources in addition to accessing IARU case studies. There is currently not much available information anywhere online and this is a good opportunity for the Alliance to demonstrate thought-leadership on such a critical issue.
- f. The proposal to organize an IARU International Conference on Campus Sustainability in 2012 was discussed and agreed to defer at this stage pending the completion of the work outlined above.
- g. All partners confirmed that they would be offering Sustainability Fellowships or Internships later in the year. Mr Brown added that student-led efforts on IARU campuses have been encouraging.

- 3.1.2 [The Sustainable Cities](#) project team (led by ANU) sought to retain the USD 15,000 already approved by Presidents to write up and edit material for publication (including on the website). Presidents agreed. ANU reported that follow-up articles had appeared in reputable journals, including Nature and ANU and KU have developed a joint program building on researcher collaboration to date.

3.2 [Global Education Initiatives](#)

3.2.1 [Global Summer Program](#)

- a. Mr Bernard Toh (IARU Secretariat) reported that the third GSP cycle in 2010 featured 16 courses. Of 1065 applications, 306 students participated in GSP 2010. Feedback received from many participants highlighted “learning alongside IARU peers” as the best feature of the GSP. This year, a total of 18 courses have been offered by all partners, and a total of 772 applications have been received.

- b. The IARU Chair thanked Copenhagen for hosting the 2011 GSP Coordinators' Meeting, and acknowledged Copenhagen's new Security and Ageing GSP courses which are extensions from existing IARU research initiatives.
 - c. Presidents agreed that the GSP should be primarily focused on undergraduates, and graduate level courses can come separately under the umbrella of Global Education Initiatives.
 - d. As a part of IARU's international strategy, Professor Pradeep Chhibber (Berkeley) proposed that the Alliance should explore conducting GSP courses in locations where a small group of students have expressed great interest, but the institution itself does not have any established relationship with local institutions. Presidents supported the idea, and Berkeley will circulate a proposal for further deliberation.
- 3.2.2 [Global Internship Program](#) opportunities continue to be ad-hoc and voluntary. Partners were encouraged to contact the Secretariat if they have internship opportunities for IARU students.
- 3.2.3 [Transforming Power of Global Education](#)'s report was noted. The first two modules will run as a pilot at NUS. Plans to co-teach and web conference will be explored after the pilot studies.
- 3.2.4 [UniChange](#) is an academic leadership program for PhDs and Junior Postdocs, led and funded by KU and ANU.
- a. Professor Thomas Bjørnholm (KU) and Mr Darren Brown (ANU) presented a joint update on the program that was conducted in 2010. ANU and KU were planning to conduct the program again in August and November 2011, at their respective universities, and invite 1-3 participants from each partner institution.
 - b. Participants at this meeting shared their concerns that such a course might be better targeted at mid-career researchers. Professor McKendrick suggested broadening the current scope (senior university management) to create interest in administration in general. He found that graduate students made excellent administrators in universities.
 - c. KU and ANU will convey all the feedback received at this meeting together with those from the Senior Officers' at the last meeting at ETH Zurich to the course organizers. They will be advised to look into the possibility of running a mid-career course of such a nature. In the meantime, if there was adequate interest in the topic, UniChange would proceed as scheduled.
- 3.2.5 [Islam and Muslims in the Modern World Masterclass](#) is Copenhagen's semester-long masterclass, defined as an informal "sandwich program" (worth 30 ECTS) featuring faculty and postgraduate students from various institutions, and is similar to a graduate-level GSP. Dr Andersen proposed that partners could consider the masterclass as a template for courses conducted in their own universities. KU might conduct another masterclass in 2012, if there was sufficient interest.

3.2.6 [Cross Disciplinary Tournament](#) is a student initiative with close oversight from faculty and senior administrators, currently being piloted by ANU and NUS. This project was discussed at the 2010 GSP Coordinators' meeting, and approved at the 2010 Senior Officers' Meeting.

4. Key Trends or Issues in Higher Education

Presidents discussed a range of higher education issues. Some topics to note are:

4.1 Outcome based assessment

- a. Outcome based assessment seeks to assess the level of education and research based on specified "output" (e.g. skills in mathematics, contact hours or peer review, journal tiers) rather than "input" (e.g. teaching methods). Students are considered as "customers" and their degree is a product of their investment. Outcome based assessment is viewed as an education reform, driven by politicians who are questioning the value of university education. Participants also noted, with concern, the large amount of paperwork and bureaucracy associated with such an exercise.

More funding agencies are also looking into outcome based assessments.

- b. Australian universities have accepted outcome based assessments and are working closely with their government to define its parameters. An independent body – the Tertiary Education Quality and Standards Agency was recently set up to assess universities, and it is headed by former University of South Australia Vice Chancellor, Emeritus Professor Denise Bradley.
- c. Currently, Swiss and Japanese universities determine their own assessment parameters. However, their concern is that their government may desire greater control.
- d. UK universities are witnessing more pervasive methods in the assessments, and suspect that self-regulation may no longer be sufficient. Methodologies for assessing both education and research are undefined at this point, and it will affect state funding received at universities.
- e. President Andrew Hamilton (Oxford) expressed his uncertainty and concern about outcome based assessment, as it may restrict traditional values upheld by leading universities – i.e. the "training of minds" and the ability of students to think analytically, critically and creatively.
- f. Presidents elected that Provosts should discuss this topic in greater detail. Professor Halliwell was requested to assist with this as part of the Value of Research Intensive Universities to avoid any duplication in efforts. Questions for further deliberation include:
 - Can IARU come up with a common persuasive argument for or against outcome based assessment?
 - Propose a more sophisticated set of quantitative metrics or "output". This is critical, because:

- National, or wide range metrics will lower the median, and affect the quality of admissions.
 - Some metrics (e.g. contact hours) are not helpful to distinguish the quality of a university or its teaching.
 - Metrics for teaching and research should not be measured independently from each other (e.g. teaching hours in research intensive universities are significantly shorter for research purposes).
- What are the merits of peer review? Are citation index, impact factor and journal tiering useful?
 - Bibliometrics may have a negative impact to humanities and social science research. How can universities guard against this?
 - Can IARU set up a peer review among its members, and demonstrate that its research is on par with international standards?
- g. Severe budget cuts from government is affecting a number of institutions, especially from UK and US. Japan's government is reducing manpower by 20% to cope with its stagnated economy.
- h. Student aid as well as admissions will be impacted by budget cuts and universities have responded by stepping up fundraising efforts. The UK government is proposing a loan model (which has been carried out successfully in Australia, but not in USA) where government funding is paid indirectly to universities in the form of student loans.
- 4.2 The Eighth Framework Program for Research and Technological Development (FP8) is the European Union's chief instrument for research funding. Previous framework programs were exclusively available only to European partners, whereas FP8 is open to international partners. Details will be released in 2012.
- 4.3 The Freedom of Information legislation allows public access to unpublished information, including confidential reports. The act restricts information gathering and can impede decision making. Oxford has set up an FOI Office to deal with these requests.

5. Institutional Joint Working & Research Initiatives

5.1 Institutional Joint Working

- 5.1.1 [HR Benchmarking & Corporate Services](#)' update was heard and Presidents' noted the ongoing efforts. The Chair encouraged partners to share the data requested for, as the value of the analysis is dependent on the quality of the data received and this would benefit the Alliance as a group.
- 5.1.2 [Best Practice in Leadership Development](#)'s update was heard and Presidents' noted the workshop held on 18 April, 2011. Outcomes will be presented at the 2011 Senior Officers' Meeting.

- 5.1.3 [Alumni Associations Summit](#) will be held for the third time in October 2011 at NUS. Yale, Oxford, NUS, Cambridge and Copenhagen have received feedback from respective Alumni Directors that the meeting in Cambridge was beneficial. Mr Mark Dolhophf (Yale) and Ms Nathalie Walker (Cambridge) were acknowledged for their good efforts. President Zhou shared that a large Yale Alumni event will be held in Beijing this July, and invited IARU members to participate. More details will be circulated later.
- 5.1.4 [Mentoring Program \(META\)](#) is an online mentoring program at ANU. Interested IARU staff can contact Ms Carole Brown (carole.brown@anu.edu.au) to participate. The Chair noted that mentoring is a critical aspect of HR. An update will be compiled at the end of the year, and presented at the next Presidents' Meeting.
- 5.1.5 [Open Access/Open Cast Publishing](#) recommended the "green road" as an Open Access model based on the discussions that were held at the meeting in January 2010. Interested partners have nominated their open access representatives.
- 5.1.6 [Women and Men in Globalizing Universities](#)
- a. Gender equality in globalizing universities was acknowledged as a challenging issue in most IARU institutions. Professor Fujiwara proposed to revive the initiative, which began in 2006. At the last Senior Officers' Meeting, a majority indicated their support for this program – Berkeley, ETH Zurich, Yale, KU, ANU and Beida. Todai has volunteered to lead this initiative.
 - b. A workshop will be convened in January or February 2012 in Tokyo, to encompass the following three categories:
 - An assessment of the distribution of women and men, based on information collated from the universities.
 - University policies and its effectiveness in addressing gender imbalance.
 - Examine gender differences in career development, focusing on the career trajectories from the various institutions.
 - c. Professor Fujiwara shared that the group working on this initiative will be a combination of sociologist for collection and analysis of empirical data, as well as HR personnel to highlight the actual challenges in the workplace. The working group is aware that the project is a benchmarking exercise, and not a "pedantic" exercise, e.g. in defining feminism in universities.
 - d. Data needs to be updated before the 2012 workshop. Based on the information collection exercise in 2006, Professor Fujiwara commented that the data quality received can differ drastically between institutions. Nonetheless it is instructive and of sufficient scope for the group to proceed. ETH Zurich and Yale commented that they have ongoing compilation of such data, and could share the methodology behind the data mining. The request for funding of up to US\$15,000 was approved. Professor Fujiwara clarified that the funding would be used to convene an academic meeting, and not for the research itself.

5.2 Research Initiatives

- 5.2.1 [Ageing, Longevity and Health](#) concluded its second Congress on 5 – 8 October 2010 with about 150 participants from IARU and non-IARU institutions. Its researchers are taking strong ownership of this project, with new collaborative projects in the pipeline including a workshop to be held in Beida (a project co-lead) next year. The research initiative also received funding for a new 14 storey lab building or “Science Tower” at the Faculty of Health Sciences (the Center for Healthy Ageing will be on levels 1 and 2), to be opened by 2014. Presidents offered their congratulations to the group for their good work.
- 5.2.2 [Regional Perspectives on Global Security](#). President Ian Young (ANU) reported that the project has received substantial funding from ANU and other partners which had extended research networks and leveraged external funding. President Young concluded that Global Security initiative had run its course in terms of IARU’s direct involvement with an upcoming conference at Fudan University to involve new as well as existing partners. Presidents thanked ANU for their leadership in this project and wished all involved continuing success.

6. New Initiative Proposals

6.1 [Graduate Student Conference](#)

- a. Professor Halliwell, on behalf of Professor Lily Kong (NUS) presented the proposal for IARU to conduct a graduate student conference on rotation. The goal of such a conference is for graduate students to develop a more global view of the world, network, and facilitate future research collaborations. The exact details and theme of the conference will be worked out, incorporating the presidents’ feedback.
- b. Presidents proposed that it should be multi-disciplinary, and linked to IARU initiatives especially Sustainability or Women & Men in Globalizing Universities. President Hamilton shared that the conference can be a precursor or concluding event to the year’s Sustainability Internship or Global Internship Program. Yale, Beida and Berkeley supported the possibility of running area studies, e.g. a Southeast Asia Conference for faculty and graduate students in Singapore.
- c. On behalf of NUS, President Tan offered to pilot and fund the first graduate student conference, define a theme for the conference, and share the outcomes after the conference has been run.

6.2 [Asia-Pacific Week at ANU](#)

- a. ANU’s Asia-Pacific Week will bring together leading regional experts and 100 of the world’s top students for a series of academic and networking events focused on the Asia Pacific region. Hon. Kevin Rudd MP, Australian Minister for Foreign Affairs will deliver the opening address.
- b. IARU students were strongly encouraged to participate in Asia Pacific Week through online application. The top 10 IARU students participating in Asia-Pacific Week will receive an ANU scholarship towards travel costs. In-country accommodation and food costs will be met by ANU.

6.3 [The Conversation](#)

- a. Professor Chubb introduced partners to “The Conversation” (<http://theconversation.edu.au>) an independent online source of information, analysis and commentary from the university and research sector. ANU has joined the Conversation as a Founding Partner.
- b. Interested IARU members can contribute as authors. Those interested may get in touch with the Conversation through Mr Darren Brown. There is no charge for the content.

7. **Business Matters**

7.1 [Financial Report](#)

- a. The meeting endorsed the 2010 financial report, noting that the financial year (ending 31 December 2010) closed with a nett surplus of USD\$213,183.40. President Levin highlighted that IARU’s expenditure exceeded its annual revenue in 2010, and the same was likely to happen in 2011. The Chair explained that the Presidents had agreed to draw down on the accumulated surpluses from the previous years and this was done by providing grants of US\$100,000 and US\$75,000 in 2010 and 2011 respectively to support the GSP.
- b. Mr Toh reported that IARU will close the year with a surplus of about US\$102,000 after taking into consideration all commitments made before 2011 and new funding approvals made at this meeting.

7.2 [IARU Website Redevelopment](#) was completed and unveiled at this meeting. Mr Toh highlighted the new design and website features, including a revised information architecture, self-publishing options as well as I-Meet, a virtual meeting tool. The meeting noted ETH Zurich’s continued hosting of the website as their contribution to the Alliance. The report also highlighted a significant increase in website visitorship and the Secretariat requested all partners’ assistance to keep the website regularly updated.

7.3 [Presidents’ Meeting 2012](#) will be held on 26 – 27 April, and hosted by the University of Copenhagen.

Concluding Remarks

On behalf of all IARU Presidents, the Chair thanked Professor Ian Chubb (ANU) for his sterling leadership, contributions and participation in the Alliance. Professor Chubb, who was the founding chairman of the Alliance, has retired from his position as Vice Chancellor and President of ANU.

The Chair would also like to put on record a note of appreciation to Dr Heather Bell (Oxford) who has stepped down from her role as Director of International Strategy for her many contributions, including the co-drafting of the IARU Future Directions document.