



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **Session 8: IARU Business Matters**

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## Session 8.1: SOM 2022 update: Potential Latin American member

### **The Presidents are asked to decide whether they endorse the Senior Officers' recommendation.**

At PM 2022, the Presidents approved the proposal to look for a potential new IARU member from Latin America, if a suitable candidate could be found. The Senior Officers were tasked with setting up a working group to consider potential new members and this working group presented its initial research at SOM 2022 in September.

A shortlist of five universities was considered which included Monterrey Institute of Technology, Pontifical Catholic University of Chile, University of Campinas, University of Chile and University of the Andes (please see table below).

The selection criteria were set out as part of the paper produced for the Presidents. They were as follows:

- Research intensity (as measured by international rankings and bibliometric analysis)
- Ability to contribute to IARU (in terms of providing new skills and insights, and/or broadening members' collective involvement in specific research fields or areas of education. One other important measure was current members' existing level of interest and links with an institution)
- Compatibility. It was felt that new members should have enough in common with existing members in terms of research, education, and administration that they would be able to participate fully in the Alliance.

A working group was formed with representatives from Cambridge, Yale and UCT. At the initial meeting it was decided that rather than undertake a lot of formal research, it would be necessary to come up with a broad short-list of likely Latin American institutions, because (realistically) the pool of plausible candidates is actually very small and fairly obvious. It was decided that the list would be shared with Senior Officers at the meeting to gauge reactions.

In the SOM, it was decided that while individual members did have some strong links with some of these institutions, and had some very productive relationships, there was serious doubt as to whether existing interest, all considered, was sufficient for any of the institutions to be singled out for membership, and there were also questions around compatibility. São Paulo was not on the list because, as the Presidents agreed, they had already not responded to our first invitation. São Paulo, given its size, is also a different sort of institution to all existing members.

The Senior Officers' recommendation is therefore that, at this time, there was not a sufficiently strong *prima facie* membership case for any single Latin American institution to justify further research and the presentation of a formal report. If the Presidents decide that this is indeed the best course of action, this should be revisited in five years or when a more obvious candidate institution is identified/approaches IARU.

**Latin American universities considered by the Senior Officers' working group**

<b>Institution (alphabetical)</b>	<b>Founding</b>	<b>Location</b>	<b>Ranking in Latin America 2022 (Times Higher Education / QS)</b>	<b>Number of Students (approx.)</b>	<b>All Disciplines? (Yes/No)</b>
<b>Monterrey Institute of Technology</b>	1943	Monterrey, Nuevo León, Mexico	5 / 5	91,000	Yes
<b>Pontifical Catholic University of Chile</b>	1888	Santiago, Chile	1 / 4	34,000	Yes
<b>University of Campinas</b>	1962	Campinas, São Paulo, Brazil	3 / 7	37,000	Yes
<b>University of Chile</b>	1842	Santiago, Chile	7 / 6	44,000	Yes
<b>University of the Andes (Uniandes)</b>	1948	Bogotá, Colombia	13 / 8	25,000	Yes

## Session 8.2: SOM 2022 update: Proposal to change the IARU meeting schedule

### The Presidents are asked to decide whether they endorse the proposal.

The IARU Presidents have traditionally met early in the year and the Senior Officers in September-November. Senior Officers discussed the possibility of holding the Presidents' and Senior Officers' meetings in immediate succession at the same location, in alternate years, in order to minimise travel and to allow greater interaction between the two groups.

Senior Officers agreed on the proposal to schedule the Senior Officers' Meeting directly before the Presidents' Meeting in the years when the Presidents' Meeting is not aligned with Davos. In these years, both Senior Officers and Presidents will meet in the northern spring (April/May).

Senior Officers also agreed that ETH Zürich would continue to host the Presidents every second year in Jan/Feb, to coincide with the start of Davos. In these years, the Senior Officers' Meeting will continue to meet separately sometime in the autumn.

When Senior Officers' meetings and Presidents' meetings are held at the same location, the same venue would host both meetings, which would be more efficient for the organisation and cost of the meetings. Senior Officers who intend to join both meetings would only need to make one trip and there could be the possibility of hosting a joint dinner or reception after the Senior Officers' Meeting and before the Presidents' Meeting. The actual meetings themselves would not be combined.

There was also great interest in holding more regular online meetings for the Senior Officers to maintain momentum between in-person meetings and there was a preference for a single meeting of all IARU members (despite the difficulties of time zones).

The next Senior Officers' Meeting will be kindly hosted by Australian National University in September 2023. Their 2024 meeting will be held directly before the President's Meeting in spring 2024 and we are grateful to Yale for volunteering to host.

### Proposed new meeting schedule

Year	Timing	Meeting	Host
2023	January	Presidents' Meeting	ETH
	September	Senior Officers' Meeting	ANU
2024	Spring	Presidents' and Senior Officers Meeting (back-to-back)	YALE
2025	January	Presidents' Meeting	ETH
	Autumn	Senior Officers' Meeting	tbc
2026	Spring	Presidents' and Senior Officers Meeting (back-to-back)	tbc

## Session 8.3: Update from Education Committee

### **This update is provided for information.**

The new IARU Education Committee met twice in October-November 2022. It is due to meet again in February 2023. The need for a committee to provide ongoing focus for IARU's diverse educational initiatives was first recognised in 2019 at the end of the Global Summer Programme. IARU currently has several educational initiatives:

- Global Internship Programme
- Global Transformations Summer Field Course
- IARU Courses
- Joint Education Programme (JEC)
- Joint Online Courses (JOC)
- Virtual Museum Tours

The Secretariat took the idea of a committee forward and, with the input of Senior Officers and Presidents, the Secretariat has worked with colleagues at Copenhagen to set it up. A call was put out to all interested colleagues, especially those with current or past experience in the design and/or management of IARU education initiatives. The committee currently includes representatives from Cambridge, Copenhagen, Cape Town, Berkeley, National University of Singapore, Peking, and the Australian National University. The Secretariat is reaching out to universities not currently represented to keep them apprised of the work of the committee and to encourage them to consider if they would like to join in future. The current membership list can be found at the end of this paper.

The committee will perform three main functions:

1. **Generate new ideas for future educational initiatives**, specifically whether a new education initiative could be developed as a successor to the Global Summer Programme. The scale and design of the initiative will not necessarily imitate that of the GSP.
2. **Act as a forum where everyone involved in educational initiatives can come to discuss problems, opportunities, and share good practice.** This will allow all of IARU to benefit from the experience and expertise of this subset of our membership.
3. **Maintain an up-to-date awareness of the state of play across our education initiatives.** The committee would submit an annual report to Senior Officers on this subject, and act as IARU's institutional memory on education.

The committee will provide what IARU has for the past few years lacked: a dedicated, permanent body that will work to ensure that our education initiatives provide as much value as possible for students and staff. As emphasised by the Presidents at their meeting in 2022, the role of the committee is not to control or exercise oversight: the committee does not have a mandate to instruct education initiatives, much less close them down. Instead, the committee is to act as a source of advice, creative thinking, and communication.

At the committee's first meeting, members discussed the need to develop a new, distinctively 'IARU' educational offering and considered what principles and values should inform the design of such a course or programme. At the committee's second meeting, the wider function and administrative role of the committee within IARU was established. Members then began discussing a concept paper written by colleagues at Copenhagen that attempted to capture and explain the principles that the committee believes should inform future work on a new initiative. Long-standing practical challenges to reinvigorated student exchange, above all a lack of central funds and costs to students, were also raised.

It is expected that discussion of the guiding principles and practical obstacles will continue at the next committee meeting. Anne Bruun of Copenhagen will serve as committee lead and take its work forward. The committee will meet every few months in the interest of sustaining momentum. Its first report will be submitted to the next Senior Officers Meeting.

**Current Members**

Anne Bruun (UCPH), Director International  
Associate Professor Mairii Aung-Thwin (NUS), Deputy Director of the Asian Research Institute  
Professor Andreas Egelund Christensen (UCPH), International Network Coordinator  
Christina Grauballe (UCPH), Academic Officer, International Education  
Lyndon Iles (ANU), Senior Manager of Global Programmes  
Nicola Latchiah (UCT), Manager of International Programmes  
Sarah Ormrod (CAM), Director of International Summer Programmes  
Professor Khatharya Um (UCB), Joint Lead Global Transformation Group  
Rick Russo (UCB), Dean of Extended Education, Associate V-C of Undergraduate Education  
Rob Sing (Cambridge, Secretariat)  
Professor SUN Hua (PKU), Director, Centre for Excellent Teaching and Learning  
Associate Professor Reuben Wong (NUS), Associate Vice-President for Global Relations

## Session 8.4: Update on Early Career Collaboration Grants

### **This update is provided for information.**

The Presidents endorsed this grant scheme at their last meeting. The outstanding details were discussed and agreed by the Senior Officers at Oxford in September 2022. This note is for the Presidents' information and sets out its final design.

Discussions took place among Senior Officers in 2021 about what aspect of the already robust research relationships between our universities would most benefit from IARU support. It was decided that funding short-term research stays of early-career researchers at other IARU universities would directly aid in the creation of the next generation of research ties between our institutions, and help address the recent loss of in-person collaborative opportunities due to the pandemic. Such opportunities are particularly important for those just embarking on research careers.

At the request of the Secretariat, Senior Officers discussed and agreed the following:

- **Eligibility.** The scheme would be open to researchers within 10 years of the award of their PhD. Postdoctoral researchers would, however, not be eligible.
- **Application Requirements.** Applicants will be asked to provide a letter of motivation, a statement of permission from their Head of Department, and a letter of support from the host department. The letter of motivation should also explain how the planned visit will create or strengthen collaborative research links.
- **Selection.** Applications will not be selected based on academic merit, as it was judged that, given the calibre of the IARU institutions and the institutional support required for applications, these would already be of high quality. In addition, the complexity of setting up an academic review process would not be proportionate to the potential additional benefits. Instead, the Secretariat will select successful applications at random from among all complete applications from eligible researchers.
- **Funds.** Individuals can apply for up to \$5,000. \$40,000 would, as suggested by the Presidents, be available for the scheme in its first year. The funds could be claimed for any expense relevant to the visit (e.g. accommodation, travel, equipment, etc.).
- **Expiry of Awards.** Visits can be planned for any time between September 2023 and September 2024. If the planned visit does not take place before September 2024, the awardee will forfeit their award.

The scheme will launch in February 2023. The deadline for applications will be 1 June 2023. Awards will be announced at the Senior Officers meeting in September 2023.

## Session 8.5: Financial Report

**This report is provided for information.**

### Financial Report

#### IARU Income & Expenditure Statement

1 January 2022 – 1 September 2022

	max amount	Total (USD)
<b>Carried forward from 31 December 2021</b>		<b>460,552</b>
<b>INCOME</b>		<b>200,000</b>
Members' contribution	200,000	
<b>Total available funds</b>		<b>660,552</b>
<b>EXPENDITURE</b>		
<b><u>Meetings</u></b>		<b>28,018</b>
Presidents' Meeting 2022	13,018	
Senior Officers' Meeting 2022 (projected)	15,000	
<b><u>Running Initiatives</u></b>		<b>19,134</b>
ALH Conference	1,417	
Global Internship Program	2,428	
Virtual Museum Tours	15,289	
<i>PKU (expected)</i>	<i>2,000</i>	
<i>UCPH</i>	<i>2,175</i>	
<i>ETH</i>	<i>6,114</i>	
<i>UTOK (expected)</i>	<i>5,000</i>	
<b><u>Secretariat costs</u></b>		
Contribution to Secretariat costs at Cambridge	80,000	<b>80,000</b>
<b>Total Expenditure</b>		<b>127,152</b>
<b>BALANCE</b>		<b><u>533,400</u></b>
Total available funds	660,552	
Total expenditure	127,152	

## Projected Overview 2023

max amount    **Total (USD)**

<b>Carried forward from 31 December 2022</b>		<b>587,509</b>
<b>INCOME</b>		<b>200,000</b>
Members' contributions	200,000	
<b>Total available funds</b>		<b>787,509</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>	up to	<b>45,000</b>
Presidents' Meeting 2023 (in-person)	30,000	
Senior Officers' Meeting 2023 (in-person)	15,000	
<b>Running Initiatives</b>	up to	<b>213,000</b>
Global Internship Program	22,000	
ALH Conference	15,000	
Cybersecurity Forum	10,000	
Early Career Collaboration Grants	40,000	
Gender Group Meeting	8,000	
Global Transformation	28,000	
<i>Borderlands Field Course</i>	<i>20,000</i>	
<i>Global Transformation Group Meeting</i>	<i>5,000</i>	
<i>Publication</i>	<i>3,000</i>	
HR Consultation Group Meeting	15,000	
Librarians' Contact Group Pilot Exchange Program	10,000	
Lifelong Learning Group	7,500	
Real Estate Working Group	20,000	
<i>Group Meeting</i>	<i>12,500</i>	
<i>REWG Website Development and Updates</i>	<i>2,500</i>	
<i>Annual Report, Publications and Toolkit Development</i>	<i>2,000</i>	
<i>Staff Exchange Program</i>	<i>3,000</i>	
Sustainable Campus Initiative	37,500	
<i>SCI Officers' Workshop (UCT)</i>	<i>10,000</i>	
<i>Scope Three Carbon Emissions Project</i>	<i>7,500</i>	
<i>Support for capacity building event in Cape Town</i>	<i>5,000</i>	
<i>Future of Work Joint SCI &amp; Real Estate Project (phase 2)</i>	<i>15,000</i>	
<b>Secretariat Costs</b>	up to	<b>80,000</b>
Contribution to Secretariat Costs	80,000	
<b>Total Expenditure</b>		<b>338,000</b>
<b>BALANCE</b>		<b>395,754</b>
Total available funds	787,509	
Total expenditure	<b>338,000</b>	

## Alumni Associations Network

*(Own funds resulting from a positive balance from the World Alumni Forum held at UTokyo in 2015)*

	max amount	Total (USD)
<b>INCOME</b>		
Balance of 1 <sup>st</sup> World Alumni Forum		10,000
<b>Total available funds</b>		<b>10,000</b>
<b>EXPENDITURE</b>		
Contribution to the 2016 Presidents' Panel		2,500
Total Expenditure		<b>2,500</b>
<b>BALANCE</b>		
Total available funds	10,000	<u>7,500</u>
Total expenditure	2,500	

## Session 8.6: IARU Groups updates

### **This report is provided for information.**

The status reports and budget requests considered at to the Senior Officers' Meeting 2022 can be found as a separate document.

Particular points of interest include:

- A number of the IARU groups have been able to hold in-person meetings this year, including the **Gender Group** (who met in August 2022 at UCPH), the **Ageing, Longevity and Health Initiative** (who met in October at UCPH) and the **Global Transformation Group** (who met in July at NUS). Other groups are planning to begin to meet in-person in 2023.
- The Secretariat is happy to announce that the **Novo Nordisk International Talent Program**, which was due to close in 2022, has been extended. It is anticipated that the Program will run into 2024, until the available funding has been distributed to mobility students, and will then finish. However, this will depend on the level of interest from applicants. The Program supported 33 students in 2022. The first round of applications for the 2023 Program closed on 25 October 2022, with 16 applications.
- The **Librarians' Group** launched its IARU Libraries Passports scheme which is designed to make the journey to libraries and their collections more transparent and valuable for physical and virtual visitors from other IARU institutions. The group also plans to reactivate the libraries staff exchange scheme.
- The **Real Estate Working Group** is also planning a staff exchange scheme now that travel restrictions are easing. The Secretariat has put them in contact with the Librarians' group to share the format of their staff exchange scheme.
- The **Sustainable Campus Initiative** will be completing its report on the first phase of its 'Future of Workspace' project, which is being run in collaboration with the Real Estate Working Group. The groups hope to meet in-person in 2023.

## **Session 8.7: Secretariat Handover**

Cambridge's term as IARU Chair and Secretariat will end at the end of April 2023. At this point, both Chair and Secretariat will transfer to Cape Town. Vice-Chancellor Mamokgethi Phakeng will take over from Acting Vice-Chancellor Anthony Freeling as IARU Chair. The Cambridge Secretariat is in contact with Carolyn Newton, Cape Town's IARU Senior Officer, and the first stages of the Secretariat handover are underway. The Cambridge team will work closely with Cape Town as it approaches the end of its term, handing over the administration of IARU in stages so that Cape Town can begin its term with all the necessary information and resources to ensure that IARU groups and activities are properly supported.