



INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

IARU Presidents' Meeting 2023

ETH Zürich

14-15 January

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Agenda

Presidents' Meeting 2023 ETH Zürich, 14-15 January

Meeting Venue: ETH Zürich

Saturday 14 January

- 12:00 Arrival and lunch at ETH Zürich
- 12:45 Welcome address from IARU Chair, Dr Anthony Freeling
Welcome comment from Professor Joel Mesöt
- 13:00 **Session 1: Presidents' regional updates**
- 14:00 **Session 2: Follow-up discussion**
- 14:45 Afternoon refreshments
- 15:15 **Session 3: Net zero in universities**
Led by ETH Zürich
- 16:15 **Session 4: Mental health and wellbeing in university communities**
Led by the University of Cambridge
- 17:15 End of Day 1

Evening

- 18:15 Meet to walk to dinner locations
- 18:30 Drinks at dinner locations
- 19:00 Presidents' Dinner (Villa Hatt)
- 19:00 Senior Officers' Dinner (Wirtschaft zum alten Löwen)

Sunday, 15 January

- 08:30 Morning refreshments at ETH
- 08:45 **Session 5: Governance in world-class universities**
Led by the University of Toyko
- 09:45 **Session 6: Trust in higher education institutions**
Led by Yale University

10:45 Morning refreshments

11:00 **Session 7: Proposal from ETH Zürich: CYBATHLON 2024**

11:10 **Session 8: IARU Business Matters**

- 8.1 *SOM 2022 Outcome: Potential Latin American member*
- 8.2 *SOM 2022 Outcome: Proposal to change the IARU meeting schedule*
- 8.3 *Financial report (including financial planning)*
- 8.4 *Education Committee report*
- 8.5 *Early Career Collaboration Grants*
- 8.6 *IARU Groups update*
- 8.7 *Secretariat Handover*

11:55 Farewells

12:00 Lunch

13:30 Coach transfer to Davos for those attending, arriving at approximately 16:30

Participants

Australian National University

Professor Brian SCHMIDT – *Vice-Chancellor*

Mr. Edward O'DALY – *Communications and Engagement Director*

ETH Zürich

Professor Dr. Joël MESOT - *President*

Dr. Jürg BRUNNSCHWEILER – *Chief of Staff to the President*

National University of Singapore

Professor TAN Eng Chye – *President*

Peking University

Professor GONG Qihuang - *President*

Professor FANG Fang - *Director of Office of Human Resources, Dean of School of Psychological and Cognitive Sciences*

Dr. LI Yun - *Director of Office of International Relations*

Professor SUN Hua - *Director of Center for Excellent Teaching and Learning*

University of Cambridge

Dr. Anthony FREELING – *Acting Vice-Chancellor, IARU Chair*

Dr. Karen KENNEDY – *Director, Strategic Partnerships Office*

Dr. Rob SING – *Research Analyst, Strategic Partnerships Office*

Ms. Hannah FLEWITT – *International Projects Coordinator, Strategic Partnerships Office*

University of Cape Town

Professor Mamokgethi PHAKENG – *Vice-Chancellor*

Ms Carolyn NEWTON – *Director, Global Engagement*

University of Copenhagen

Professor Henrik C. WEGENER - *Rector*

University of Oxford

Professor Irene TRACEY – *Vice-Chancellor*

Mr. Andrew BROWN – *Senior International Officer*

The University of Toyko

Professor FUJII Teruo – *President*

Professor KITAMURA Yuto – *Professor, Graduate School of Education*

Ms. TOYOKI Makiko – *Assistant Manager, International Strategy Group, Management Planning Department*

Mr. BONKOHARA Naoki - *Administrative Staff*

Ms. OGUCHI Mao - *Administrative Staff, International Strategy Group, Management Planning Department*

Yale University

Mr. Donald FILER – *Associate Vice President, Global Strategy*



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Session 1: Presidents' regional round-up

(no paper)

Session 1: Presidents' regional round-up

The Presidents are invited to share updates and insights from their institutions that may be of interest or relevance to the other IARU members. Each President will have around 5 minutes to speak, with the Session 2 providing an opportunity to ask further questions and continue the discussion.



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**Session 2:
Follow up discussion on the regional
round-up**

(no paper)

Session 2: Follow-up discussion on the regional round-up

This session will provide the Presidents with an opportunity to ask questions about each other's experiences since the last meeting and discuss in more depth the common themes and challenges that were highlighted in the regional updates.



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Session 3: Net zero in universities

Led by

Professor Dr. Joël Mesot
President, ETH Zürich

(no paper)

Session 3: Net zero in universities

Sustainability was a key topic at the IARU Presidents' Meeting 2022 in Cambridge and this session is intended to develop this theme, in particular by examining the ways in which universities can work towards net zero.

ETH Zürich will lead this session and has set itself the goal of reducing its greenhouse gas emissions to net zero by 2030. ETH will outline its plans and strategies for achieving this target before the discussion is widened for other IARU members to ask questions and share the views from their own institutions.



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Session 4: Mental health and wellbeing in university communities

Led by

Dr. Anthony Freeling

Acting Vice-Chancellor, University of Cambridge

(no paper)

Session 4: Mental health and wellbeing in university communities

Mental health and wellbeing are of fundamental importance for students, academics and administrative staff in universities. This session will focus on how IARU universities are handling mental health challenges in the student community, how they are fostering a sense of wellbeing in the workplace and how they provide managerial staff with the tools to support their teams.



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Session 5: Governance in world-class universities

Led by

Professor Teruo Fujii
President, The University of Tokyo

(no paper)

Session 5: Governance in world-class universities

The University of Tokyo will lead a discussion on the issue of governance in world-class universities. As part of a Japanese government funding programme, UTokyo is considering the characteristics of world-class universities and what the expectations of governance may be for these institutions. UTokyo would be grateful to hear the perspectives of other IARU members on these matters before the discussion is widened to consider the challenges of government (or other external) influence and expectations on university governance, particularly in relation to funding.



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Session 6: **Trust in higher education institutions**

Led by

Mr. Donald Filer

Associate Vice President of Global Strategy, Yale University

(no paper)

Session 6: Trust in higher education institutions

In recent years, levels of public and governmental trust in universities have declined in many parts of the world in a context of reduced trust in authority, the changing role of the media, and evolving national and international political landscapes. Yale will lead a discussion on the decline of trust in higher education institutions and the emergence of other attacks on higher education. It is anticipated that the specific challenges facing universities will vary from region to region and that IARU members will bring different viewpoints to the discussion.



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**Session 7:
Proposal from ETH Zürich:
CYBATHLON 2024**

Session 7.6: Proposal ETH Zürich: CYBATHLON 2024

ETH will present this item and the Presidents are asked to decide whether they endorse the proposal.

CYBATHLON is a non-profit project managed by ETH Zürich which brings together teams from all over the world to develop assistive technologies to help and support people with disabilities. The competitions and events between the teams focus on the everyday tasks that assistive technology can help with, for example tying shoelaces under timed conditions with a robotic arm prosthesis, or races to compare how different robotic exoskeletons can cope with uneven terrain.

ETH would like to invite IARU members to submit teams for the next edition of CYBATHLON, which will be held 25-27 October 2024.



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Session 8: IARU Business Matters

- 8.1 SOM 2022 update: Potential Latin American IARU member
- 8.2 SOM 2022 update: Proposal to change the IARU meeting schedule
- 8.3 Update from Education Committee
- 8.4 Update on Early Career Collaboration Grants
- 8.5 Financial report
- 8.6 IARU Groups updates
- 8.7 Secretariat Handover

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

Institution (alphabetical)	Founding	Location	Ranking in Latin America 2022 (Times Higher Education / QS)	Number of Students (approx.)	All Disciplines? (Yes/No)
Monterrey Institute of Technology	1943	Monterrey, Nuevo León, Mexico	5 / 5	91,000	Yes
Pontifical Catholic University of Chile	1888	Santiago, Chile	1 / 4	34,000	Yes
University of Campinas	1962	Campinas, São Paulo, Brazil	3 / 7	37,000	Yes
University of Chile	1842	Santiago, Chile	7 / 6	44,000	Yes
University of the Andes (Uniandes)	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)
Carried forward from 31 December 2021		460,552
INCOME		200,000
Members' contribution	200,000	
Total available funds		660,552
EXPENDITURE		
<u>Meetings</u>		28,018
Presidents' Meeting 2022	13,018	
Senior Officers' Meeting 2022 (projected)	15,000	
<u>Running Initiatives</u>		19,134
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>	
<u>Secretariat costs</u>		
Contribution to Secretariat costs at Cambridge	80,000	25,891
<i>IARU domain renewal (5 years), hosting for IARU archive</i>	<i>780</i>	
<i>Staff Costs (projected)</i>	<i>23,260</i>	
<i>Miscellaneous</i>	<i>1,851</i>	
Total Expenditure		73,043
BALANCE		587,509
Total available funds	660,552	
Total expenditure	73,043	

Projected Overview 2023

max amount **Total (USD)**

	max amount	Total (USD)
Carried forward from 31 December 2022		587,509
INCOME		200,000
Members' contributions	200,000	
Total available funds		787,509
EXPENDITURE		
Meetings	up to	45,000
Presidents' Meeting 2023 (in-person)	30,000	
Senior Officers' Meeting 2023 (in-person)	15,000	
Running Initiatives	up to	213,000
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 & Real Estate Project (phase 2)</i>	<i>15,000</i>	
Secretariat Costs	up to	80,000
Contribution to Secretariat Costs	80,000	
Total Expenditure		338,000
BALANCE		395,754
Total available funds	787,509	
Total expenditure	338,000	

Alumni Associations Network

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

	max amount	Total (USD)
INCOME		
Balance of 1 st World Alumni Forum		10,000
Total available funds		10,000
EXPENDITURE		
Contribution to the 2016 Presidents' Panel		2,500
Total Expenditure		2,500
BALANCE		
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.



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Appendix 1: IARU Calendar

Appendix 1: IARU Calendar

Meetings and activities

2023

Date	Event	Host
March	Sustainable Campus Initiative/ Real Estate Working Group Meeting	UCT
June	Gender Group Meeting	NUS
September	Senior Officers' Meeting	ANU
Autumn	Lifelong Learning Group Meeting	CAM
TBC	Librarians' Contact Group Meeting	TBC
TBC	Cybersecurity Forum	ETH

2024

Date	Event	Host
Spring	Presidents' Meeting	YALE



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Appendix 2: Participants' Biographies

Australian National University



Professor Brian P. SCHMIDT
Vice-Chancellor

Professor Brian P. Schmidt was appointed Vice-Chancellor and President of the Australian National University in January 2016.

Professor Schmidt is the 12th Vice-Chancellor of the Australian National University (ANU). Winner of the 2011 Nobel Prize in Physics, he was an astrophysicist at the ANU Mount Stromlo Observatory and Research School of Astronomy and Astrophysics before becoming Vice-Chancellor.

Professor Schmidt received undergraduate degrees in Astronomy and Physics from the University of Arizona in 1989, and completed his Astronomy Master's degree (1992) and PhD (1993) from Harvard University. Under his leadership, in 1998, the High-Z Supernova Search team made the startling discovery that the expansion rate of the Universe is accelerating. Fellow of the Australian Academy of Science, the United States Academy of Science, and the Royal Society, he was made a Companion of the Order of Australia in 2013.



Mr. Edward O'DALY
Director of Communications and Engagement

Edward O'Daly is the director of the ANU Communications and Engagement division.

He has an extensive background in communications and public affairs in the university sector, having worked previously as part of the team at ANU and held senior communications roles at the University of Canberra. More recently, Ed was director of the Government Communications Unit in the ACT Chief Minister's Office and then director of communications for Transport Canberra and City Services in the ACT Government. He has also worked as a journalist in the UK and as an English teacher in China.

He has an undergraduate degree economics, government and social policy from the University of Manchester and a postgraduate certificate in communications from the University of Canberra.

ETH Zürich



Professor. Joël MESOT
President

Joël Mesot, President of ETH Zurich, took up the role on 1 January 2019. Prior to his appointment, he served for more than 10 years as the Director of the Paul Scherrer Institute (PSI), the largest publicly funded research institute in Switzerland. In addition, Professor Mesot has been a full professor in physics, both at ETH Zürich and EPF Lausanne. Since July 2010, he has also served as a member of the ETH Board. Professor Mesot studied physics at ETH and earned his doctoral degree in the field of solid state physics using neutron scattering, both at ETH and the Institute Laue-Langevin (France).

Following his first position at the PSI, he spent several years at the Argonne National Laboratory in the USA, where he specialized in synchrotron techniques. In 1999, he returned to Switzerland to head the ETH and PSI's joint laboratory for neutron scattering. For his scientific achievements, Professor Mesot has received several awards, among which the Swiss Physical Society's IBM Award in 1995 and ETH Zürich's Latsis Prize for excellence in research in 2002. He is member of several national and international advisory boards, among them the Swiss Innovation Park's Foundation Board and the Senate of the Helmholtz Association, Germany.



Dr. Jürg BRUNNSCHWEILER (Senior Officer)
Chief of Staff to the President

Jürg Brunnschweiler is the Chief of Staff to the President of ETH Zürich and heads the Office of the President. The Office of the President provides strategic and operational services to advance ETH Zürich and the President's vision and priorities. It is comprised of teams that are responsible for coordinating and promoting activities in the areas of Foresight and Strategic Affairs, Sustainability, International Affairs, and Global Visibility.

Jürg Brunnschweiler joined ETH Zürich in 2002. Before becoming Chief of Staff to the President on 1 January 2020, he worked first in the Presidents' Staff and the Lecturers' Office, then in the office dealing with the European Union Framework Programmes and in 2009 returned to the Office for Faculty Affairs where he was responsible for faculty recruiting procedures at various departments. In addition, he was contact person for academic career advancement and Secretary of the Tenure Committee. In 2012, Jürg Brunnschweiler took the helm of ETH Global, the former staff unit for international relations at ETH Zürich. He is a member of the Global Advisory Board and the Board of Directors of the ETH Alumni Association. Jürg Brunnschweiler holds a PhD in Biology from the University of Zürich.

National University of Singapore



Professor TAN Eng Chye
President

Professor Tan Eng Chye was appointed President of the National University of Singapore (NUS) on 1 January 2018. He is the University's 5th president, and the 23rd leader to head Singapore's oldest higher education institution.

Prof. Tan, who attended Raffles Institution (1974 to 1979), obtained his Bachelor in Mathematics (First Class Honours, 1985) at NUS and his PhD (1989) at Yale University. He joined NUS as a faculty member in the Department of Mathematics in 1985, as a Senior

Tutor, and has held visiting positions at various universities overseas such as the Rutgers University, University of Washington at Seattle, University of California at Berkeley and University of Maryland, USA; Universities of Tokyo and Kyoto, Japan; as well as the Hong Kong University of Science and Technology.

Prof. Tan's research interests are in the Representation Theory of Lie Groups and Lie Algebras; and Invariant Theory and Algebraic Combinatorics. He has been invited to speak in numerous top conferences overseas, and has published more than 20 articles in top internationally-refereed journals and conference proceedings. He has co-authored three books on mathematics, including a well-known graduate text on non-Abelian harmonic analysis.

Prof. Tan is a passionate and award-winning educator. He was a pioneer architect of the current academic system in NUS, and has seeded many initiatives such as the Special Programme in Science, University Scholars Programme, University Town Residential College Programme, Grade-free Year, and Technology-enhanced Education. He was recognised with the University Teaching Award for Innovative Teaching in 1998, and was President of the Singapore Mathematical Society (2001 to 2005) as well as the South East Asian Mathematical Society (2004 to 2005).

Prof. Tan is a member of the Singapore's Future Economy Council, which is tasked with driving the growth and transformation of the country's future economy. He is on the boards of the Agency for Science, Technology and Research (A*STAR); National Research Foundation (NRF); and NUS High School of Mathematics and Sciences. He is the Chair of Universitas 21, a leading global network of 27 research-intensive universities. Prof Tan also sits on the International Advisory Council of the Southern University of Science and Technology in China, and is an advisor with the think tank The Conference Board.

Prof. Tan received the Public Administration Medal (Gold) at Singapore's National Day Awards in 2014 for his outstanding contributions to education. He was awarded the Wilbur Lucius Cross Medal, which honours exceptional alumni in the areas of scholarship, teaching, academic administration and public service, by Yale University in 2018. Prof Tan was also conferred an Honorary Doctor of Science from the University of Southampton in 2018 in

recognition of his achievements as “an innovative and exceptional teacher, and then as a distinguished and respected leader in academia”.

Peking University



Professor GONG Qihuang
President

Professor Gong Qihuang serves as President of Peking University, the Deputy Secretary of the CPC Committee of Peking University. He is also the Dean of the Graduate School of Peking University. He is the Cheung Kong Professor of Physics and Boya Chair Professor of Peking University, as well as the academician of the Chinese Academy of Sciences and fellow of the World Academy of Sciences.

He served as Vice Dean of the School of Physics, Deputy Director of the Development and Planning Department, Executive Vice Dean of the Graduate School, Provost, Vice President, and Executive Vice President of Peking University.

He served as the Director of the State Key Laboratory of Artificial Microstructures and Mesoscopic Physics at Peking University (April 2001–March 2017), and he is the Director of the Academic Committee (March 2017 - Present). He was elected as a fellow of the Institute of Physics, UK (2007), the Optical Society of America (2010) and the International Society for Optics and Photonics (2018), a member of the Chinese Academy of Sciences (2013) and a fellow of the World Academy of Sciences (2018).

Professor Gong is Vice President of the International Commission for Optics, Standing Committee member of the China Association for Science and Technology and Vice Chair of the Beijing Association for Science and Technology. He also serves as the President of Chinese Optical Society, Vice President of Chinese Physical Society and Vice President of the Chinese Society of Academic Degrees and Graduate Education.



Dr FANG Fang

Professor of Psychology, Dean of the School of Psychological and Cognitive Sciences, Director of the Office of Human Resources

Dr. Fang Fang is Professor of Psychology, Dean of the School of Psychological and Cognitive Sciences, Director of the Office of Human Resources, and Executive Associate Director of the IDG/McGovern Institute for Brain Research at Peking University. He obtained a Ph.D. in Cognitive and Biological Psychology at

the University of Minnesota in 2006, and was a Postdoctoral Research Associate between 2006 and 2007.

His research seeks to understand the neural mechanisms of visual and cognitive processes by combining neuroimaging, brain stimulation, electrophysiology, psychophysics, computational modeling, and human genetics. Topics under investigation include visual learning and adaptation, visual attention and awareness, object and face perception. He received the Young Investigator Award: Basic Science from the International Union of Psychological Science (IUPsyS) in 2016 and was elected as a Fellow of the Association for Psychological Science (APS) in 2018. He currently serves on the editorial board for *Current Biology*, *Experimental Brain Research*, and *Science China: Life Sciences*.



Professor SUN Hua
Director of Office of the Provost, Director of Center for Excellent Teaching and Learning

Prof. Sun Hua is the Director of Office of the Provost, Director of Center for Excellent Teaching and Learning of Peking University, and the Director of China Center for Edgar Snow Studies. His previous experience includes the Student Affairs Administrator in School of Journalism and Communication of PKU for 10 years, the Deputy Director in Office of Planning and Policy Research of PKU for 2 years, the Deputy Director in Office of Education Administration of PKU for 5 years, Executive Dean of Yuanpei College of Peking University for 5 years.

Prof. Sun Hua has developed his research in High Education Management and Cross-Culture communication.



Dr. LI Yun (Senior Officer)
Director of Office of International Relations

Dr. Li Yun is Director of Office of International Relations of Peking University (PKU). She received the BA and MA from the School of International Studies, PKU and then Ph.D. in Management of Higher Education from the Graduate School of Education, PKU.

Dr. Li has been working at the Office of International Relations since 2006, responsible for the exchange programs with international partners and the senior officer for IARU affairs at Peking University. From April, 2018, she also acts as the Chief for Office of General Affairs of Institute of Area Studies, Peking University.

University of Cambridge



Dr Anthony Freeling (IARU Chair)
Acting Vice-Chancellor

Dr Anthony Freeling became Acting Vice-Chancellor of the University of Cambridge on 1 October 2022.

Dr Freeling studied at St John's College, Cambridge, between 1975 and 1984, completing an MA in Mathematics, an MPhil in Control Engineering and Operation Research, and a PhD in Decision Analysis and Behavioural Economics.

He was President of Hughes Hall from 2014 to July 2022, having initially become involved with the College as a Fellow and Trustee in 2008. As a member of the University Council and Chair of the Colleges Committee, he has extensive experience of the operation of the Collegiate University.

Prior to resuming his long relationship with Cambridge, Dr Freeling spent 18 years with McKinsey & Company, where he was a senior partner, leading its marketing and sales practice across Europe. He has also worked as an independent consultant advising a broad range of companies in areas as diverse as law and global marketing. He was a director of Ashridge Strategic Management Centre, and research director of the Coca-Cola Retailing Research Councils for Europe and Asia. He was formerly on the Council of the Open University and on the Board of UnLtd, the Foundation for Social Entrepreneurs.

IARU Secretariat



Dr. Karen KENNEDY (Senior Officer)
Director of the Strategic Partnerships Office

Karen is Director of the University of Cambridge's Strategic Partnerships Office. The Strategic Partnerships Office provides expertise and support to the University's key partnerships and relationships, across disciplines and across the public and private sectors.

The focus is on partnerships that further the University's academic activity and align with university priorities. These partnerships could be with a wide variety of entities, including public sector and private sector, other universities, research bodies, governments, companies, businesses, trusts and Karen joined the University in July 2018 from the National Cancer Research Institute, where she had been Director since 2013. She has previously worked in strategic relations and programme management for research funders and scientific institutions, including Genome Canada and the Wellcome Trust. She holds a PhD in medicinal chemistry, and conducted post-doctoral research in France and at the Babraham Institute in Cambridge.



Dr. Rob SING

Research Analyst, Strategic Partnership Office

Rob Sing is the Research Analyst for the Public International Partnerships team within the Strategic Partnerships Office at the University of Cambridge. Rob previously worked in the History Department at Cambridge and in the UK Civil Service, serving in both the Cabinet Office and the Department of Transport as a Policy Advisor. Prior to this, he completed a PhD in Classics at Cambridge in 2017.



Ms. Hannah FLEWITT (Key Contact)

International Projects Coordinator, Strategic Partnerships Office

Hannah Flewitt is the International Projects Coordinator in the Strategic Partnerships Office, primarily working on IARU Secretariat matters.

Previously, Hannah worked in the higher education development sector, as Deputy Director of Development and Alumni Relations at Hughes Hall, one of the graduate colleges of the University of Cambridge.

In addition, she has experience in the arts event management sector and has worked for a Cambridge-based spin-out tech company. Hannah graduated from the University of Cambridge with an MA and MPhil in Music.

University of Cape Town



Professor Mamokgethi PHAKENG

Vice-Chancellor

Mamokgethi Phakeng (formerly Setati) began her term of office as Vice-Chancellor of the University of Cape Town on 1 July 2018, where she had been serving as Deputy Vice-Chancellor for Research and Internationalisation since January 2017. Before this appointment she served as Vice Principal for Research and Innovation at the University of South Africa (Unisa) for five years, after serving three years as Executive Dean of the College of Science, Engineering and Technology at the same university.

She holds a PhD in Mathematics Education from the University of the Witwatersrand and is one of the leading scholars in mathematics education globally. She has been invited to deliver over 60 keynote/ plenary talks at international conferences, and has been a visiting professor in universities around the world. She has won numerous awards for her research and community work, including the Order of the Baobab (Silver) conferred on her by the President of South Africa in April 2016. In August 2014 CEO magazine named her the most influential woman academic in Africa, in 2020 she was included in Forbes' inaugural list of the 50 Most Powerful Women in Africa. In July 2019 the University of Bristol conferred on her an Honorary Doctorate in Science in recognition of her leadership role in mathematics education in South Africa.

Kgethi, as she is popularly known, was elected as a member of the Academy of Science of South Africa (ASSAf) in November 2007; an honorary member of the Golden Key International Honour Society in May 2009, an honorary life member of the Association for Mathematics Education of South Africa (AMESA) in July 2009; Fellow of the African Academy of Sciences (AAS) in 2018 and fellow of The World Academy of Sciences (TWAS) in 2021.

She serves as a member of high-profile international boards: The Geneva Science and Diplomacy Anticipator (GESDA) and the Oprah Winfrey Leadership Academy for Girls (OWLAG). She is trustee of the South African Student Solidarity Foundation for Education (SASSFE) and was a member of the FirstRand Foundation until December 2021. She served as member of the board of the Council for Scientific and Industrial Research (CSIR) and chaired its Research Development and Innovation Committee from January 2015 until September 2017. She served as the first woman President of the Convocation of the University of the Witwatersrand from 2011 to 2016. She led the Association for Mathematics Education of South Africa (AMESA) as its first woman National President from 2002 to 2006, served as founding chairperson of the Board of the South African Mathematics Foundation (SAMF) from 2004 to 2006. She was secretary and member of the executive committee of the International Group for the Psychology of Mathematics Education (PME) from 2003 to 2007.

Kgethi is an academic with a sharp social conscience and a philanthropist who among her initiatives founded the Adopt-a-learner Foundation in 2004 which provides financial and educational support to South African students from township and rural areas to acquire higher education qualifications. When she took office in July 2018, she requested that the funds budgeted for her inauguration ceremony be set aside to pay off outstanding debt for students who had completed their studies in 2015 – 2017 but were not able to graduate. Since then she donates 20% of her monthly salary to a scholarship fund to support poor students, particularly women registered for postgraduate study at the University of Cape Town.



Ms. Carolyn NEWTON (Senior Officer)
Director, Global Engagement, Research Office / Office of the Vice-Chancellor

Carolyn Newton's role as director of global engagement is focused on raising the international profile of the University of Cape Town, advising and supporting the UCT Vice-Chancellor and the Executive on a range of issues related to global strategy and visibility, and leading a team dedicated to increasing the university's global profile through the selection and brokering of strategic international partnerships, communication and marketing of the university's research and internationalisation efforts, and the use of research data to inform executive decisions.

Ms Newton graduated from the University of Cambridge with an MPhil in Criminology, from the University of Stellenbosch with a BA (Hons) in Journalism, and from the University of Cape Town with a BA in English. She has worked as a journalist, writer and editor in a range of media and academic publishing houses in South Africa and the UK, and in sixth-form education in Oxford before returning to Cape Town and her alma mater, UCT, in 2013, where she began to work in research communications and, increasingly, international partnerships.

University of Copenhagen



Professor Henrik Caspar WEGENER
Rector

Henrik C. Wegener has been Rector and President of the University of Copenhagen since March 2017. He is an internationally recognised expert on food safety, zoonoses, antimicrobial resistance and emerging infectious diseases. He has served as advisor to national and international authorities & governments, (including the position as a Chief Science Advisor to the European Commission, and Chair of the High Level Group of EC Chief Science Advisors), international organizations and private companies, and universities and research foundations.

He has served, and is presently serving, on several national and international committees and boards. Professor Wegener is a former Provost and Executive Vice President of the Technical University of Denmark.



Professor Irene TRACEY
Vice-Chancellor

Vice-Chancellor Professor Irene Tracey CBE FMedSci. led Merton College from 2019-22 and is also Professor of Anaesthetic Neuroscience in the Nuffield Department of Clinical Neurosciences, a department she led for several years. She was tenured in 2001 to the Department of Physiology, Anatomy and Genetics with Tutorial Fellowship in Medicine at Christ Church. Additionally, she held the Nuffield Chair in Anaesthetic Sciences for 12 years with a Fellowship at Pembroke College.

She is also President of the Federation of European Neuroscience Societies (FENS). Professor Tracey's research on the neuroscience of pain has contributed to a better understanding of pain perception and its relief in the human brain. She has also used neuroimaging to better understand anaesthesia-induced altered states of consciousness. Irene has served and continues to serve academia through her election to the Councils of the International Association for the Study of Pain, British Neuroscience Association, and Medical Research Council. She was appointed a Commander of the Order of the British Empire (CBE) for services to Medical Research by Her Majesty The Queen in 2022. Professor Tracey completed her undergraduate degree and doctorate at Merton College, Oxford, in biochemistry; her doctoral work focused on early use of magnetic resonance imaging methods to study disease mechanisms.

Professor Tracey held a postdoctoral position at Harvard Medical School, working at the Martinos Centre for Biomedical Imaging, before returning to Oxford in 1997, when she became a founding member and then Director for ten years of the world-leading institution now known as the Wellcome Centre for Integrative Neuroimaging. She has won many academic and international prizes throughout her career. Professor Tracey is married to Professor Myles Allen and they have three children.



Mr. Andrew BROWN (Senior Officer)
Senior International Officer, International Engagement Office

Andrew Brown is a Senior International Officer at the University of Oxford. In addition to leading the University's International Engagement Office, Andrew advises Pro-Vice-Chancellor Professor David Gann on international strategy and helps coordinate activity across Professor Gann's portfolio of Development and External Affairs. Prior to joining Oxford, Andrew worked in the Global Engagement Office at University College London, where he was responsible for the University's partnerships in the Asia-Pacific.

The University of Tokyo



Professor FUJII Teruo
President

Professor Teruo Fujii became the 31st President of the University of Tokyo on April 1, 2021, with a six-year term. He was previously the Executive Vice President in charge of finance and external relations for the university. He also served as the Director General of the Institute of Industrial Sciences (IIS) of the university from 2015 to 2018. He received his Ph.D. in engineering from the University of Tokyo in 1993 and held research positions at IIS and RIKEN Institute. He became a professor of IIS in 2007.

Professor Fujii has served as an Executive Member (part-time) of the Council for Science, Technology and Innovation, Cabinet Office, Government of Japan since March 2021. He was also an advisor to the Ministry of Education, Culture, Sports, Science and Technology (MEXT) from 2005 to 2007, a Co-director of LIMMS-CNRS/IIS, a joint research lab between IIS and CNRS, France, from 2007 to 2014, and served as the President of Chemical and Biological Microsystems Society (CBMS) from 2017 to 2019.

Professor Fujii's research specializes in applied microfluidics systems and underwater technology.



Professor KITAMURA Yuto (Senior Officer)
Professor, Graduate School of Education

Yuto Kitamura is a Professor at the Graduate School of Education and a Director of the Center for Advanced School Education and Evidence-Based Research at the University of Tokyo. He received his Ph.D. in Education from the University of California, Los Angeles (UCLA). He had worked as an Assistant Education Specialist at UNESCO in France and taught as an Associate Professor at Nagoya University and Sophia University in Japan. He was a Fulbright Scholar at the George Washington University, a Visiting Professor at the University of Dhaka in Bangladesh, and

has been serving as a Special Advisor to the President of the Royal University of Phnom Penh in Cambodia. He is currently a Member of the Board of Education in the Tokyo Metropolitan Government and an Associate Member of the Science Council of Japan.

He specializes in comparative education and has conducted extensive research on the education policies of developing countries, particularly in Southeast Asia. His recent publications include: *Education in Japan: A Comprehensive Analysis of Education Reforms and Practices* (co-editor, Springer, 2019) and *Memory in the Mekong: Regional Identity, Schools, and Politics in Southeast Asia* (co-editor, Teachers College Press, 2022).



Mr. BONKOHARA Naoki

Administrative Staff, Assistant to the President, Office of the President

Mr. Naoki Bonkohara joined the Office of the President of the University of Tokyo in April 2022 and is currently an assistant to President Fujii. Before transferring to his current position, he worked on public outreach activities and promoted collaboration with businesses in the External Relations Department at the University of Tokyo.

He received his Master of Science in Engineering from the University of Tokyo in 2018.



Ms. TOYOKI Makiko

Assistant Manager, International Strategy Group, Management Planning Department

Ms. Makiko Toyoki joined International Strategy Group, Management Planning Department of the University of Tokyo in April 2020.

Prior to her current position, she has worked as academic affairs staff at the University's Graduate School of Humanities and Sociology, advising students on degrees and studying abroad, in addition to experiences working outside the University.

She has also previously worked on IARU matters in 2012 during her first stint in the international department of the universities administration bureau.



Ms. OGUCHI Mao

Administrative Staff, International Strategy Group, Management Planning Department

Ms. Mao Oguchi joined the International Strategy Group, Management Planning Department of the University of Tokyo in April 2022 on her return from the US where she was taking part in the Ministry of Education, Culture, Sports, Science and Technology's staff development program.

Her first post as an administrative staff in the University of Tokyo was in the Planning and Public Relations Team of the University Entrance Examination Group. She worked on promoting the university to prospective students.

Yale University



Mr. Donald L. FILER (Senior Officer)
Associate Vice President for Global Strategy

Donald Filer has overall responsibility for Yale's Office of International Affairs (OIA), which he has led since its creation in 2004. OIA provides administrative support for the international activities of the schools, programs, and individual faculty across the university. These efforts focus on supporting the development of new projects with partner universities, coordinating the work of other Yale offices during project start-ups, managing visits to Yale by university delegations and other dignitaries, and safeguarding Yale's reputation around the world.

Mr. Filer also leads the university's emergency response in the event of a medical emergency, natural disaster, or civil unrest taking place abroad, and oversees the Yale Young Global Scholars Program, and Yale's Marketing and Trademark Licensing Office.

He joined Yale University in 2000 as Associate Secretary with responsibility for managing support for the Yale Corporation (the university's governing board), supervising the Yale Visitor Center, and directing the Office of Licensing Programs. Prior to his appointment at Yale, he served in a number of capacities at Connecticut College in New London, Connecticut, from 1991 to 2000 including Vice President for Community and Public Affairs, Secretary of the College, and Acting Vice President for Development. He worked for former U.S. Representative Bruce A. Morrison of New Haven from 1985 to 1991. Mr. Filer earned a B.A. in political science from Colgate University.



INTERNATIONAL ALLIANCE OF
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Appendix 3: IARU Senior Officers' Meeting Confirmed Outcomes

IARU SENIOR OFFICERS' MEETING OUTCOMES

Session 2: Regional round up discussion

- Following the discussions about the ongoing challenges of online teaching, it was suggested that the newly formed Education Initiatives Committee could look at sharing advances and best practice in digital pedagogy.

Action: Secretariat to liaise with Education Initiatives Committee.

Session 5: Education Initiatives

- Senior Officers noted the difficulty in raising participation in the IARU Courses without raising additional funding to replace the loss of the Santander funding.
- Senior Officers agreed to raise the value of the Global Internship Program (GIP) grants to \$3,000 to try and reinvigorate the scheme. The Education Initiatives Committee should consider the GIP and, after assessing the impact of the increase of the grant, decide whether it represents good value for IARU.
- Senior Officer confirmed that they were happy to proceed with the Education Initiatives Committee. No budget request was made for the committee at the meeting.

Action: Secretariat to liaise with Education Initiatives Committee about the GIP.

Session 6: Research-related Initiative

- The funding request from the Aging, Longevity and Health Initiative was approved.

Action: Secretariat to inform ALH initiative of funding decision.

Session 7: Institutional Joint Working

- The Senior Officers noted that there were marked differences in detail between the groups in the reporting and funding requests provided. It is hoped that the proposed Groups Handbook (see Session 9 below) will assist with standardising this information in future. In addition, further detail on the reasoning behind funding requests will also be requested, to help Senior Officers in their decisions.
- *Alumni Associations Network:* No funding request was made.
- *Cybersecurity Forum:* Senior Officers approved the funding request.

Action: Secretariat to inform group of funding decision.

- *Gender Group:* Senior Officers approved the funding request.

Action: Secretariat to inform group of funding decision.

- *Global Transformations:* Senior Officers agreed that this groups should be categorised as an education initiative in future. They also approved the funding request, with the

stipulation that there should be an acknowledgement to IARU for providing the funding for the publication.

Action: Secretariat to inform group of funding decision and ask for an acknowledgement for the funding to be added to the publication.

- *HR Consultation Group:* No funding request was received in time for the meeting.

Action: Secretariat to ask group for funding request and current list of members. The funding request will then be circulated to Senior Officers.

- *Librarians' Contact Group:* Senior Officers approved the funding request.

Action: Secretariat to inform group of funding decision and ask if the model of the staff exchange scheme can be shared with the Real Estate Working Group.

- *Lifelong Learning Group:* Senior Officers welcomed the increase in activity from the group but noted that it was not usual for a group to be given funding for two in-person meetings. They proposed funding the later meeting as the Lifelong Learning group would still be able to meet at the earlier conference and this would also give time for the group to increase participation.

Action: Secretariat to inform group of funding decision.

- *Real Estate Working Group:* Senior Officers approved the funding request for the annual meeting. They agreed they would like more detail on the staff exchange scheme (perhaps using the model of a similar scheme developed by the Librarians' Contact Group), before approving the funding. Senior Officers also asked for more details on the toolkit and website before agreeing the funding.

Action: Secretariat to inform group of funding decision and ask for further details on the staff exchange scheme, toolkit and website.

- *Sustainable Campus Initiative:* Senior Officers approved the funding request subject to receiving the report on phase 1 of their joint project with the Real Estate Working Group.

Action: Secretariat to inform group of funding decision and ask for report on phase 1 of joint project.

- *Virtual Museum Tours:* Senior Officers felt that this initiative had been important during the pandemic, when it was difficult for other activities to go ahead and for museums to open to the public. However, the situation has now changed and, as the value of providing support for additional virtual tours was not clear and resources have to be prioritised, Senior Officers declined to approve the funding request.

Action: Secretariat to inform group of funding decision.

Session 8: Expanding IARU membership into Latin America

- After a thorough discussion about the potential candidates put forward by the working group, the Senior Officers concluded that there were no candidates that were comparable in size and remit to current IARU members. It was decided that Senior Officers would recommend that the membership should not be expanded at present and this decision could be reviewed in the future.

Action: Secretariat will communicate this decision to the Presidents.

Session 9: Updates on Secretariat Proposals

- *Group Handbook:* Senior Officers welcomed the Handbook, agreeing that new groups could be set up for an initial period of 3 years, although there could be flexibility if needed. Senior Officer also agreed that the more specific style of reporting proposed would be helpful. Additional clarity on the reasoning behind budget requests would also be welcome.

Action: Secretariat to consult group leads about the Handbook before publishing on the IARU website.

- *Early Career Collaboration Grants:* Senior Officers agreed to define 'early career' as 10 years post-PhD and also agreed that the scheme would exclude post-docs. They also endorsed the Presidents' decision to increase the available funding to \$40,000, anticipating this would cover 8 grants of \$5,000 each. Selection will not be linked to academic merit, as the Secretariat and Senior Officers are not well-equipped to make those judgements across a large number of disciplines. Instead it could be based on order of receiving applications or randomised, depending on the level of interest. Applicants will be asked to provide a letter of motivation, along with a statement of permission from their Head of Department and a letter of support from the receiving department.

Action: Secretariat to make final revisions and circulate to Senior Officers before advertising.

Session 10: IARU Business Matters

- *Scheduling of PMs and SOMs:* Senior Officers agreed that on alternate years, the PM and SOM should be held consecutively to minimise travel and allow greater interaction between the two groups. On years that the PM is hosted at ETH Zürich to coincide with Davos, the SOM will be held separately. There was great interest in holding more regular online meetings for the Senior Officers and it was agreed that a single meeting (despite the difficulties of time zones) was preferable.
- *Rotation of Chair and Secretariat:* The merits of the proposed changes (extending to three years) were discussed but UCT (as the next Secretariat) said they would prefer to defer this decision until they had a better idea of the work of the Secretariat.

Action: Secretariat will communicate this proposal to the Presidents and the topic will be revisited in due course.

- *Financial report and planning:* The Senior Officers accepted the financial report. The financial planning paper outlined the need to watch the level of expenditure as in-person activities restarted and Senior Officers agreed that this would be reviewed at the next meeting.

- *Agenda items for PM:* Net zero was a popular topic for the PM agenda, as was academic freedom. ETH Zürich (as PM 2023 host) commented that there would be options for highly qualified speakers for both subjects. Digital pedagogy is an important subject for all IARU members and could also be a possible focus for one of the sessions. UTokyo would like to propose a session on governance in world-class universities and the interim IARU Chair, Dr Anthony Freeling, will also be consulted.

Action: Secretariat will ask Senior Officers for any other ideas and liaise with ETH Zürich about approaching speakers. It will also consult the interim IARU Chair about potential topics.

- *Date and Host of SOM 2023 AND PM 2024:* ANU kindly volunteered to host SOM 2023, probably at the end of September 2023. Yale kindly volunteered to host a joint meeting of Senior Officers and Presidents in 2024.

Action: Secretariat will liaise with the incoming UCT Secretariat team to prepare for these meetings.