



Confirmed Outcomes of the Fifth IARU Presidents' Meeting

Peking University, 13 - 14 April 2010

Agenda item 2 – Future IARU Directions: Assessments from Presidents and Senior Officers

Dr Heather Bell (Oxford) and Prof Lily Kong (NUS) were acknowledged for their contributions on the earlier iterations of this paper. The finalized document is a synthesis of contributions from the Presidents and Senior Officers, drawing together the various institutional priorities and interests.

The document (please see Annex 1) proposed to cluster the activities of IARU into three broad areas: 1) Global Education Initiatives, 2) Institutional Joint Working and 3) Grand Challenges. Sub-categories include Networks, Articulation of Principles, Major Research Projects and Major Events. The meeting adopted this framework, as it provides clear direction and focus for current and future activities of the Alliance. Though comprehensive, the framework must also allow exceptions, and bottom-up initiatives are encouraged.

Global Education Initiatives

The Presidents noted that the Global Summer Program has been very successful and suggested extending it to more graduate students. Research opportunities and internships can be developed as an extension to what was currently being offered.

The meeting also suggested more networking initiatives and virtual meetings for students to enable them to benefit from the Alliance partnership.

Institutional Joint Working

Presidents acknowledged the value of the projects in this cluster, citing that it was beneficial for staff from member institutions to network and learn best practices from one another. It was agreed that such initiatives could take the form of one-off physical meetings with subsequent follow-ups, whether bi-lateral or multi-lateral, being done through virtual meetings.

Grand Challenges

Grand Challenges typically address issues of a global scale, for example Sustainability – the only IARU initiative to have developed nicely into a Grand Challenge. The initiative had grown organically, as should future IARU Grand Challenges. Yale suggested that IARU should take a more opportunistic approach by constantly scanning the horizon for upcoming big events and/ or where IARU could possibly value-add. Todai shared that it was crucial for the next Grand Challenge to be distinctive to achieve differentiation from the key initiatives by other alliances.

Research Initiatives

The subject of whether IARU, as an Alliance of 10 leading research-intensive universities, should be doing more by way of research initiatives resurfaced. Collectively, it can achieve much – as demonstrated by the few research initiatives that are currently ongoing. ANU added that it is critical for universities – individually and collectively – to communicate the value of our research and the contributions it makes to society. The meeting agreed that IARU should support research, not through direct seeding, but through exploring/developing research opportunities through students, innovation and growing research organically.

Future participation in initiatives will differ with each university's resources and priorities. Copenhagen shared that the current research initiatives, for example the Ageing, Longevity and Health project, are flourishing through its ability to obtain external funding. It is also demonstrative that the research is valuable. There is no need for IARU central funding.

The meeting also observed that research initiatives sometimes start off too ambitious – it may be useful to address a more specific issue within an overarching topic. Universities can also encourage graduate student exchanges or internships to stimulate possible areas of research collaboration.

Going forward, all proposals should:

- Identify which cluster (of the adopted framework) the proposal fits into before submission;
- Request the support of at least one other IARU institution prepared to work together on the proposed project, before the endorsement of the IARU Presidents and/or Senior Officers is sought;
- State the intended outcomes of the initiative;
- Have the outcomes and deliverables of all initiatives made available online for sharing with IARU institutions (and where appropriate the general public).

Possible future activities:

- Yale suggested organizing a networking initiative for student leaders, as they are “cauldrons for leadership”. Cambridge, Copenhagen, and Berkeley supported this although all agreed that the areas for collaboration and networking should be clearly defined beforehand.
- Yale also suggested possible areas of “one-off” joint working interests such as: offshore projects (setting up institutes abroad and managing compliance issues), intellectual property issues in various countries, and the meeting of Deans of Students (new students' orientation).
- Oxford suggested that IARU examine research related issues that affect research-intensive universities such as animal testing, peer review and grant applications.
- Beida proposed the set-up of an IARU laboratory to support sustainability research collaborations. It would be the centre for IARU faculty and students to discuss and work on research related to Sustainability. Beida mentioned that IARU may be able to apply for funding from the PRC government, which is highly supportive of educational initiatives.

- Beida proposed having virtual classes with all IARU partners. Currently, Beida runs a successful I-Podium course with 12 students each from its University and the University of Southern California.
- ETH Zurich suggested holding a major conference on Engineering, to be held in conjunction with the World Engineering Council in 2011. This was in response to the discussion whether IARU should have a major event every 2 or 3 years (for example, the IARU International Scientific Congress on Climate Change which was held alongside the COP-15 discussions)

Institutional Joint Working

Agenda item 3.1 – Industrial Innovation

Arising from discussions at the 2009 workshop on The Role of the Modern Research University in Industrial Innovation, the working group recommended that the topic of “Industrial Innovation” be studied from two angles – 1) University-Industry Partnerships and 2) Entrepreneurship and Innovation. A third angle that is still in the exploratory stage is Research Configurations to Support Industrial Systems Innovation. Cambridge requested that “The Role of the Modern Research University” be removed from the title.

The Presidents agreed that the proposal for an Open Innovation workshop was valuable as it was a novel and intriguing approach to making Intellectual Property (IP) available for free. The meeting also discussed IP models at their respective universities, noting that while Open Innovation was intriguing, it was only one of the IP approaches and a joint IARU statement was not desirable. The Open Innovation workshop working group will be requested to upload their presentations on the IARU website, as well as prepare a white paper on effective models, practices and environments for university-industry open innovation collaborations.

The Presidents approved the proposed approach for the Open Innovation workshop; however before embarking on preparations for the Open Innovation workshop it was requested that the “nuts and bolts” case studies from the 2009 workshop be made available online along with the presentations and outcomes from the workshop

The Academic Entrepreneurship and Spin-Off Incubation initiative by NUS will no longer be pursued.

Agenda item 3.2 – Integrated Services: Benchmarking HR & Corporate Services Performance

The Presidents agreed that this was a useful topic and initiative to pursue. Cambridge, Berkeley and NUS shared that their respective universities were looking to improve their organizational and operational excellence. This workshop will be held on 5 May 2010 in Berkeley with confirmed participation from ANU, Cambridge, Copenhagen, ETH Zurich, NUS, UC Berkeley.

Agenda item 3.3 – Open Access / Open Cast Publishing

ETH Zurich reported that the workshop on 20 – 21 January was successful. Materials from the workshop have been made available on the website. The Presidents noted the complexities of

Open Access and acknowledged the benefit of the productive discussions held. It was agreed participation of universities who have had more experience in this area, such as Harvard, Dartmouth and Stanford University, would greatly benefit the Alliance's discussions.

All members agreed to the following recommendations:

- To appoint a liaison officer to form a network of peers for consultation and sharing of knowledge
- To encourage – but not mandate - the use of the “Green Road” Open Access model.

Given the different stage of development of the respective member institutions and the complexities involved, the meeting agreed not to adopt a common position or policy on Open Access throughout the Alliance. As developments in this area occur, the Presidents' group should be updated.

Agenda item 3.4 – Women and Men in Globalizing Universities

Cambridge updated the meeting that Professor Kate Pretty (Cambridge) would be working with Professor Felicity Cooke (Oxford) to move this initiative forward. Today said that this was an important issue for them and voiced their interest and support for the project. It was suggested that a graduate student be hired, from the allocated funding of USD15,000 to assist in the research and compilation of the data necessary to start this project.

The meeting agreed to Cambridge's request to come back with a proposal on how it would like to move this forward.

Agenda item 3.5 – Career Development Professionals Network

There has been little further progress on the Career Development Professionals Network, particularly in the matter of reciprocal access and the production of a careers guide. The IARU Chair on behalf of all the Presidents thanked ANU for taking the lead on developing the careers guide initiative. ANU will circulate a template to partners at the end of 2010 to see if there is interest in contributing to a careers guide.

Global Education Initiatives

Agenda item 4.1 – Global Summer Program

The Presidents acknowledged that the GSP has been a great success and commended the GSP Working Group and all involved for their good work. The meeting endorsed the revised GSP Aims, Descriptions and Principles. IARU Chair highlighted that USD100,000 GSP grant that the Presidents approved for 2010 was likely a one-off grant and not repeatable given the limited funding available.

The meeting suggested:

- Offering GSP to more graduate students, as GSP courses were currently targeted mostly at the undergraduate level

- Reviewing the offer of credits and scheduling by the respective institutions
- Charging the GSP officers at their meeting in September to discuss internships. (It was not proposed that the GSP officers become responsible for the development of the internship program. Rather they were asked, in preparation for discussions at the GSP to identify the appropriate people on their campus who run the internship programs and canvass their opinion)

Agenda item 4.2 – Global Internship Program

The Global Internship Program has been successfully piloted by Oxford and NUS, and is now into its second year. There has been an increase in interest and applications, from students from Oxford, NUS, ANU, Berkeley, ETH Zurich and Cambridge. The meeting agreed that this is potential area of growth and suggested incorporating undergraduate research opportunities under this program.

The Presidents recommended that Internships come under the purview of the GSP Working Group for greater structure. In the first instance, inputs from the respective internship/ exchange offices should be canvassed for discussion at the next GSP Working Group meeting.

Agenda item 4.3 – Transforming Power of Global Education

NUS highlighted that this workshop will discuss the notion of global education and the types of educational programs that will help cultivate global citizenship in our students. It would also explore whether the GSP has been successful in cultivating global citizenship. Besides academics, this workshop is also targeted at senior academic administrators. The meeting noted the proposal.

Grand Challenge

Agenda item 5.1 – Sustainable Campus Program

The progress (individual targets, reductions in emissions, case studies and good bilateral co-operation, e.g. ANU / Copenhagen and ETH Zurich / Copenhagen) was noted and commended. There was strong interest in sharing as many examples of good practice and innovation.

All IARU partners now have environmental management offices and pledged targets to reduce their carbon footprints, and are well on their way to achieving them, in particular levels of CO2 emissions. Beida shared some of the Green efforts and research initiatives they have undertaken on campus.

The meeting noted the next step was building on the toolkit and other experiences from the Sustainability Fellows and other work to create an online tool (that could be used within and outside IARU institutions).

There were some discussions about “what next” but there was agreement to focus on continuing to get good case examples on the web and to develop as a priority the online educational resource materials.

Going forward, Berkeley suggested interest in exploring lower cost innovations on reducing water usage/more effective water usage than the prohibitively costly options available currently. ETH Zurich said that it has innovative ideas and making good efficiency gains by being innovative, and at low cost. Such institutional joint working illustrates the kind of benefits the Alliance can offer.

Agenda item 5.2 – Sustainability Fellowships Program

Sustainability Fellowships began in 2008 between ANU and Yale, and today, nine partners are part of the program. Institutions shared that they have benefitted from getting fresh ideas from the students, such as the development of a sophisticated paperless system, carbon offset and ideas for a greener campus.

The applications for fellowships are encouraging. A suggestion was made that environmental student groups at the various partners might link up through some virtual platform to share experiences and interact.

Agenda item 5.3 – Demonstrative Project on Sustainable Cities

In its demonstrative phase, the working group has done their study on three cities –Tokyo, Canberra and Copenhagen and will publish their findings in journals. For its next phase, the researchers would like to expand their study to include human health and wellbeing (including ageing), with possible collaborations with the International Council for Science Union. ETH Zurich has expressed an interest to collaborate on this research topic.

To date funding for the research initiative has been from the respective institutions and grants. The USD15,000 allocated to the initiative remains unspent. The Presidents approved the request to utilize the monies for editorial assistance for writing up Phase I papers and grant applications, and related dissemination of that material.

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

The Presidents congratulated Copenhagen for their leadership of a successful congress. Copenhagen updated the meeting that there were more than 2,500 delegates – about 100 of them from IARU institutions. The congress drew media reports and attention from the scientific community. A summary report was presented in the European parliament and New York senate. Other activities at the congress included a discussion on the IARU Sustainable Campus Program and international competitions for students. For universities who were interested to work collaboratively, Copenhagen offered to link interested partners with Denmark's Sustainability Science network, which was established during the Congress. Overall, it was a successful event that brought together IARU partners and other universities.

Copenhagen also took the opportunity to present the Green Lighthouse, which is the first public building in Denmark to be completely carbon neutral.

Research Updates

Agenda item 6.1 – Ageing, Longevity and Health

Copenhagen updated the meeting that around 100 researchers will gather on October 5 – 7 to discuss issues related to ageing and evolutionary medicine. IARU members are encouraged to send representatives. The research group has also received a \$26 million donation from the Danish Nordea Foundation.

Agenda item 6.2 – Regional Perspectives on Global Security

The project partners from ANU, Todai, Copenhagen, Beida and NUS have noted that the partnership has been fruitful and produced a number of journal papers. ANU reported that the working group is proceeding at a satisfactory pace. It was noted the project was exploring ways to attract early career researchers into the project to keep the momentum going.

One suggestion that came forward (from Copenhagen) was to try and harness all this work into educational offerings (whether by way of an IARU Global Summer Program or some graduate teaching program).

Professor Kiichi Fujiwara (Todai), one of the researchers working on this initiative acknowledged Professor William Tow (ANU) for his leadership in this project.

Agenda item 6.3 – Global Culture and Citizenship

The Presidents acknowledged the working group's efforts on this initiative, which was completed in 2009. The four IARU partners involved – ANU, NUS, Cambridge and Copenhagen discussed various issues related to minorities and multi-culturalism in relation to domestic and social policy issues. It was noted that individual participants would seek to publish papers from the workshop. It was requested that when these papers are published that they are made available on the IARU website.

Copenhagen and NUS are considering a doctoral students' workshop to discuss ideas and share findings from the Global Culture and Citizenship workshop.

New Initiatives

Agenda item 7.1 – Value of Research Intensive Universities

Research-intensive universities are seeking ways to define their value to their governments and tax payers. NUS shared that it is producing an internal documentation of NUS' contributions to the Singapore economy. NUS found documents prepared by Cambridge, Berkeley and the University of Alabama useful guides. Both Cambridge and Berkeley had received positive responses to their documents.

The Presidents approved NUS' funding request to organize a workshop to discuss methodologies for obtaining qualitative and quantitative values that link to research-intensive universities. The meeting noted that it is also valuable to hear from universities who have worked on this before,

not necessarily only from IARU institutions. Another compelling case study would be from China, whose government recognizes the value of its research-intensive universities and is highly supportive of their teaching and research activities.

The meeting proposed numerous topics for possible inclusion in the agenda:

- Quantifying the value of research-intensive universities (a measurement in dollars and cents)
- Alumni salary survey (to hear from Cambridge, as they have an interesting case study)
- Value of Humanities and Social Sciences (Germany and China have an impressive large scale research on Shakespeare and Confucius)
- Teaching in research-intensive universities – how both teaching and research can be pursued in tandem without compromising one or the other (a possible answer is that research universities teach differently)
- Economic value creation – such as industry collaborations, thought leadership and commercialization as a method to articulate the value of research universities
- Relation of research universities to industry, or, how universities can lead industries (and not the other way around)
- Identifying research that is valuable to governments and industry
- Short term versus long term research
- Value of peer review
- Value of basic and investigator-led research
- Managing academics – the corruption of research and data analysis
- Communicating the value of research-intensive universities to the general public

The intended outcome for this workshop is to identify the various ways in which the value of Research Intensive Universities can be examined, but not to undertake an evaluation of the value itself for specific universities. The Presidents have suggested having a dedicated session at the next Presidents' Meeting to discuss this topic and workshop findings.

Agenda item 7.2 – Alumni Associations Summit

Presidents acknowledged the importance of alumni and alumni relations, and agreed that it was an area that IARU partners could learn from one another and provide opportunities for staff development. At the same time, it was also recognized that it encompassed a competitive element among IARU partners.

Yale supported the importance for IARU university Alumni Directors to create a network. It was noted that the Directors were hosting joint alumni activities such as an “IARU day” where partner universities jointly host an outreach activity in a foreign location, creating greater networking opportunities and drawing a larger, interesting mix of people.

The proposal to hold a second summit from 12-16 October 2010 at Cambridge University was approved by the Presidents along with the funding request. The Presidents agreed this should

not be an annual gathering; continued interaction should be with their own resources and any follow-up post summit should be undertaken virtually.. The Presidents requested that value of this second summit with a clearly articulated set of outcomes be established before the summit convenes.

Agenda item 7.3 – IARU Global Governance Initiative

The proposal highlighted the need to educate and inform governments and global leaders about various global issues, and most importantly about sustainability. The proposed outcome is a “package” of information to be sent to governments from IARU as an alliance. Although an important issue, the Presidents felt that the initiative was structured too broad.

Yale and Oxford noted that the issues raised in the proposal – or at least sub-components of it – are already discussed at the World Economic Forum. If there are interested parties from IARU, they can be nominated to join the Forum for further discussions.

Thus, the meeting decided that it would not proceed with this proposal as it is. If the project lead from ETH Zurich would still like to pursue this initiative, they were advised to seek one or two IARU partner(s) to work with and put up a new proposal at the 2010 Senior Officers’ Meeting. The lead was also encouraged to pursue some of these topics under the Value of Research Intensive Universities workshop. Alternatively, if ETH Zurich wishes to pursue this on its own, Presidents from Cambridge, Oxford and Yale offered their faculty’s assistance to share knowledge and information about specific issues.

Agenda item 7.4 – Staff Exchange

Oxford, ANU and ETH had positive experiences with staff exchanges between their institutions. ANU and Oxford also shared some of the challenges encountered. NUS shared that they were looking to start a program for its highly promising staff and would like to send them for exposure to other universities, not necessarily on exchange if there was no reciprocity. NUS would pay for their staff fully. The Presidents agreed that staff exchanges should be encouraged and remain informal.

Agenda item 7.5 – Student Conference on Conservation Science, Beijing

Beida tabled a proposal for their hosting a student conference on conservation. A similar conference was successfully hosted at Cambridge. The target audiences are senior undergraduate and graduate students, to teach them the fundamentals of research and how to design a research project.

The meeting agreed that this proposal should remain as a joint initiative between Beida and Cambridge, and not as an IARU initiative.

Business Matters

Agenda item 8.1 – IARU Website Redevelopment

The meeting approved the request for USD15,000 funding, and thanked ETH Zurich and the Secretariat based at ANU for their initial development of the website. The IARU website redevelopment will focus on enhancing the current website features, including a revised information architecture – one that mirrors the Future Directions framework.

The website will also allow members to share information from their workshops (the option of a restricted, password protected site is also available). The report highlighted that IARU is receiving a significant increase in website visitor-ship and IARU should focus on keeping the website updated with our key messages and signature initiatives.

Suggestions from the Meeting include:

- Focus on updating and keeping the GSP and Campus Sustainability web-pages lively and interesting; and
- Incorporate a platform for virtual meetings.

Agenda item 8.2 – Financial Report

The meeting accepted the financial report, noting that the financial year (ending 31 March 2010) closed with a nett surplus of USD281,759.41.

The meeting approved the following funding requests:

- Up to USD15,000 for the Alumni Associations Summit to be held from 12-16 October 2010 at Cambridge University, organized by Yale;
- Up to USD 15,000 for the workshop on ‘Value of Research-Intensive Universities’ to be held in 2011 at the National University of Singapore; and
- Up to USD 15,000 to redevelop the IARU website.

Looking ahead, the meeting also noted that in 2011, USD155,000 (out of USD200,000) has already been committed for Presidents’, Senior Officers’, GSP and Sustainability meetings, as well as Secretariat expenses. This leaves USD45,000 for funding any new initiatives.

Agenda item 8.3 – Presidents’ Meeting 2011

The meeting discussed whether future IARU Presidents meetings should be held in conjunction with a major event where many IARU Presidents would already be attending, such as the World Economic Forum in Davos. The majority of Presidents preferred to have a separate IARU meeting scheduled at a regular time of the year to maximize attendance. In view of this, the meeting agreed that the 2011 IARU Presidents’ Meeting will be held at University of Copenhagen on 5 – 6 April.

For the next meeting, the Presidents have requested for more “unstructured” discussions on broader issues, in addition to hearing meeting updates and initiative endorsements.

Before closing the meeting, the Chair, on behalf of all the Presidents, thanked Professor Alison Richard, who is serving her last term as the Vice Chancellor of the University of Cambridge, for her leadership and contributions to the Alliance since its inception. The Presidents also thanked Ms Amelia Whitelaw and Mr Tim Mansfield, the outgoing Secretariat (based at ANU) for their outstanding work. The new Secretariat is staffed by Mr Bernard Toh and Ms Yeap Su Phing at NUS.

Appendix 1

2. Future directions for IARU

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

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

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

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

A. Context

Our discussions have emphasised the importance of:

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

B. IARU Priorities

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

I. Global Education Initiatives

Description

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

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

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

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

Future Developments

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

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

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

II. Institutional Joint Working

Description

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

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

1) Networks, e.g.,

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

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

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

2) Articulation of principles, e.g.,

- Academic freedom
- Value of research-led teaching.

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

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

3) Institutional projects, e.g.,

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

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

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

4) Staff development and exchange

Spending time at another university can be an important form of personal and professional development for administrative staff (historically an under-developed population). It exposes them to new ways of doing things and helps them to build a network of international peers. Such interchange also strengthens the alliance, by increasing our knowledge of one another's universities. On a small scale, we have tried a number of forms of staff placement:

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

Future Developments

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

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

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

III. Grand Challenges

Description

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

Future Developments

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

- Adding an educational dimension, e.g., jointly developing a web-based educational module for use by all IARU members
- Extending our efforts beyond greenhouse gases, e.g., to water use reduction and trash wastage
- Further engaging with the public policy arena, e.g., making policy statements, hosting another major conference, bringing together experts to engage governments and world organisations.

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

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

C. Other IARU activities

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

IV. Major Research Projects

Description

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

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

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

Future Developments

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

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

V. Major events

Description

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

Future Developments

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

VI. Other Joint Activity

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