



# Confirmed Outcomes of the Seventh IARU Presidents' Meeting

## University of Copenhagen, 26 & 27 April 2012

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President Tan Chorh Chuan (NUS / IARU Chair) and Rektor Ralf Hemmingsen (KU) welcomed all participants to the meeting. Rektor Hemmingsen commented while IARU is a small and diverse alliance, it is growing well in terms of joint activities and is full of collaborative and intellectual energies.

### 1. Future of Careers and the Impact on Higher Education

- 1.1 Prof Jozef Ritzen, an invited speaker from Maastricht University who is concurrently the Chair of Empower European Universities gave a lecture on universities' roles in driving sustainable growth and providing an innovative and skilled labor force. He argued that there should be constant evaluation of degree programs to meet the changes in the labor market, innovative teaching which includes a focus on ICT and humanities, and for universities to work with local community to create new enterprises. Prof Ritzen opined that a strong organization like IARU should take a role in public debates on major issues and global developments.

Prof Ritzen pioneered Problem Based Learning when he was President at Maastricht University. He advocated the importance of international comparisons such as through OECD's Program for International Student Assessment (PISA). In response to a question, he said that international exposure for a student meant having them communicate in a different language with another person from a different culture on a daily basis. Finally, he commented that dual education – one that combines work with study as exemplified by some universities in Germany e.g. locating engineering faculties near industrial sites to do this – may be the way forward.

- 1.2 Vice Chancellor Sir Leszek Borysiewicz (Cambridge), in responding, shared how education must be viewed from an evolutionary point of view, with the goal of equipping students equipped with sufficient flexibility the right training of the mind, so that graduates will still be high functioning in 30 years' time. Universities cannot predict the future but it they must observe and adapt with to external changes. Of the global companies that existed in 1910, only two are still in existence today. Universities on the other hand can withstand the test of time, especially if they continues to strive towards producing the very top talents and innovators, who although few in numbers will be the future change makers. In Cambridge town, job creation remains strong, with constant serial innovation. Separate from politicians and industrialists, it is crucial for universities to maintain a high level of autonomy, which Prof Ritzen agreed with.

Vice Chancellor Borysiewicz also shared about the strong impact that IT will have on education, and the importance of managing data/metadata. He commented that universities need to do more than, for example, making lectures available online, to make a real difference.

- 1.3 Executive Vice President Prof Yoichiro Matsumoto (Todai) spoke next about Japan's government funding cuts to universities and employment challenges for university graduates. As a result, the number of Japanese students pursuing doctoral and post-doctoral is gradually decreasing. To counter this situation, the Japanese government started a joint industry, academia and government scheme to nurture leaders. The RU11 (Research Universities 11), comprising nine Japanese national universities and two private universities will also prioritize the development of highly skilled human resource through research.

Another challenge for Todai is that students are generally unwilling to go for study abroad opportunities as they do not deem these to offer the kind of important skills that are required by Japanese employers. Todai said that this will have negative effects on the internationalization of its campus and misses out on exposing its students to cultural diversity. Related to this, Todai is considering moving its academic year to autumn to align with European and American institutions. The implementation will facilitate semester schedules for outgoing and incoming exchange program students.

- 1.4 The meeting thanked Prof Ritzen, Vice Chancellor Borysiewicz and Prof Matsumoto for their insightful sharing. Vice Chancellor Andrew Hamilton (Oxford) added that there were two more trends to observe. The first was related to an increase in human longevity, and how universities will have to begin training individuals who are prepared for longer work lives perhaps well into the mid 70s and possibly 80s. Secondly, the trend of liberal arts education is on the rise, as seen by UCL and the partnership between Yale and NUS. Yet, the rise of liberal arts education takes universities further away from the call to produce more trained graduates in specialized fields. To the latter point, President Ralph Eichler (ETH Zurich) added that governments and society needs to respect the balance of having both of these – to not view traditional education as being elitist, nor vocational training as less important. There is still a high, unfilled demand for engineers and scientists in Switzerland.

## 2. Presidents' Regional Roundup & Institutional Sharing

Presidents discussed a range of higher education issues:

- 2.1 Vice Chancellor Ian Young shared that the focus of higher education in Australia is on improving the quality of research and students outcomes. The Tertiary Education Quality and Standards Agency (TEQSA) have been set up and will audit universities starting this year. The high Australian dollar, together with previous changes to visa requirements, mean that ANU will likely see only small increases in international students number in the next few years. For research, funding awards are closely monitored, and overall, research has grown at ANU.

2.2 The Chinese government continues to channel funds into education and research. President Zhou Qifeng (Beida) said that 4% of China's GDP is set aside for education at all levels, including the development of primary and nursery education in the lesser developed parts of China. The government has also launched "Plan 2011" (Higher Education Innovation Capability Program) organized jointly by the Ministry of Education and Ministry of Finance. It is a four-year program, which will begin in 2012 with a top-down approach to develop national long-term education, science and technology capabilities of universities. It will also establish a number of 2011 Collaborative Innovation Centers through partnerships with other Chinese universities or with local industries and enterprises. Areas of interest are those of immediate benefits to China, such as environmental technology, preservation of culture and health care research.

Separate from Plan 2011, President Zhou explained that the Chinese government and public are keen on satellite campuses, such as NYU in Shanghai and Duke University in Kunshan, as these enable Chinese students to obtain world-class, international higher education locally, and at more affordable costs.

2.3 President Eichler explained that in Switzerland universities are less vulnerable to changes in government, as it is a system where ministers are rotated, and without a prime minister. The society does have a high expectation of universities, for example, to take a stance on the feasibility of its nuclear phase-out. As for funding, President Eichler responded that the federal budget is required by law to make a surplus in good times to be able to invest during economic downturns, which has the opposite effect on the university budget.

2.4 The latest strategic move by KU was to create new "super faculties" – a merger between the Faculties of Science and Life Sciences, and a Faculty of Medicine from merging the Faculties of Health Sciences and Pharmaceutical Sciences. The motivation is to create better synergy between research and education. Rektor Hemmingsen also shared that KU is making progress in terms of funding from private organizations and foundations.

2.5 Vice Chancellor Andrew Hamilton (Oxford) shared that UK's higher education landscape is undergoing tumultuous changes. He cited the 200% increase in tuition fees, which will begin with the autumn intake this year, constantly changing regulations such as taxation on philanthropic gifts and taxation on listed/old buildings, as well as greater demands on the Freedom of Information act.

### 3. Funding For Universities

Berkeley, Oxford, ETH Zurich and Copenhagen spoke on various topics related to funding issues faced by universities:

3.1 Prof Pradeep Chhibber (Berkeley) shared an update on California State funding for public universities, which is currently suffering budget cuts. Tuition fees were

raised by 32%, creating unhappiness with students, but Berkeley had to “grow its way out” through income generation, particularly from out-of-state students. He emphasized the criticality of preserving talented faculty and research quality, by focusing cost cutting measures on areas such as Operational Excellence, request for federal research grants, generate income through intake of more foreign students, and through philanthropic efforts.

- 3.2 Mr Loren Griffith (Oxford) shared insights on Endowment Models and its Relevance in a Volatile Global Financial System. Oxford has a fairly substantial endowment, and is quite successful in its fundraising campaigns. However, like most universities, it is seeking ways to increase the percentage of its income from endowment to cope with the vulnerability of economic cycles rather than endowments that may be restricted in its use. Vice Chancellor Hamilton also observed that the impact of a financial crisis for universities is usually delayed, as governments act as a filter before the full effects are felt.

Presidents shared that other issues related to endowment include ensuring sufficient liquidity, increasing downside protection, maintaining diversification of investment portfolio, coping with student activism arising from the investment of endowments and management of endowment controlled by colleges/faculties. Vice Chancellor Borysiewicz added that the Wellcome trust model could be adopted, where the investment office should be set up purely for the role of gaining returns, and de-linked from the university’s administration and academics especially for short-term use of funds.

- 3.3 President Eichler shared information about the German Excellence Initiative. Germany’s intention was to strengthen universities, and increase international visibility on its research front. The Excellence Initiative coordinated by the German Research Foundation and the German Council of Science and Humanities, was launched in 2005 and was renewed in 2009 (1.9 billion Euros) and 2012 (2.7 billion Euros, until 2017). Graduate schools, research clusters of excellence, and strategies to promote top-level university research including gender strategies and talent attraction/retention were funded. Prof Thomas Bjornholm observed that the German Excellence Initiative was actually a standard model of research-intensive universities. Prof Barry Halliwell (NUS) added that Singapore has a similar program known as the Research Centers of Excellence (RCE), which is a SGD150 million investment over 5 to 10 years. Its aim is to create world-class research centers in Singapore’s universities with a focus on talent attraction, and NUS has three out of the five approved RCEs (not including one joint RCE).

Vice Chancellor Borysiewicz shared more about developments in France under Mr Nicolas Sarkozy, where its authorities are making changes to bring together universities and research institutions, which were previously kept separated and providing resources for research. It is also a realization that not every institution can be involved in these agendas, eg the Grandes Écoles are likely to remain focused on teaching.

- 3.4 A case study on the European “New Horizon” framework was presented by Prof Bjornholm. Horizon 2020 (from 2014 – 2020) is a recognition that Europe has to face major challenges such as ageing population and the depletion of natural resources. Despite the public debt crisis, low growth and high unemployment, smart investments in research and innovation are vital to create jobs and put Europe back on the path of growth. \$80 billion Euros have been set aside for research of this nature, focusing on three key areas: Excellent Science, Industrial Leadership and Societal Challenges. Horizon 2020 is open to researchers and innovators outside of Europe who share in the purpose of strengthening Europe.

## 4. Grand Challenge

- 4.1 Mr Iain Watt (ANU) presented the updates on behalf of the Sustainability Officers. He recapped their achievements, which included the establishment of environmental management offices in all IARU institutions, a successful student fellowship program (4 years running), website write-ups – i.e. the campus sustainability toolkit, case studies and a How-To guide, as well as new projects in the pipeline such as iPhone applications, web modules and more.
- 4.2 The Sustainability Officers Group had just concluded its third annual meeting from 2 - 4 April 2012 at ANU. The new initiative lead, Mr Wayne Ford (ANU) was introduced to the group. Presidents approved the group’s request for funding to meet for another three years (USD\$15,000 for each meeting) from 2013-2015.
- 4.3 Mr Watt reported that the carbon emissions targets that were set in 2009 were unattainable as they were set without sufficient knowledge or discussion. It was also difficult to conduct any meaningful comparison between institutions. Presidents approved the request for an additional US\$10,000 for the purpose of benchmarking carbon emissions and other related parameters. The meeting discussed whether benchmarking will be possible at all, but the consensus was that it would be worth an attempt. Being able to set updated targets and conduct benchmarking would also strengthen IARU’s demonstration of leadership in the area of campus sustainability. The meeting agreed that the experiences from such an initiative could benefit other universities which might be developing sustainability programs, as well as become a useful educational resource and for awareness building among IARU’s students and community.
- 4.4 Sustainability Officers were requested to provide more details about the benchmarking initiative and the possibility of collaboration in complementary areas with the International Sustainable Campus Network to the Senior Officers’ Meeting in October 2012.

## 5. New Proposals

- 5.1 [IARU Conference on Environmental Sustainability 2013](#): Mr Watt presented the proposal for a Conference to be co-led by ANU and NUS. The Conference will

focus on the operational aspects of campus sustainability. After some discussion the Presidents agreed to defer this Conference by a couple of years, perhaps until the Sustainability Officers' Group has more information to showcase from the benchmarking initiative, and a clear differentiation from other Sustainability Conferences such as the one that would be hosted by ISCN in 2013.

- 5.2 [Sustainability Science Congress 2014](#): Rektor Hemmingsen presented the proposal as follow up from the first Sustainability Congress hosted in 2009 in conjunction with COP-15. This Congress will focus on research related to global sustainability and climate change issues. Presidents were supportive of the Congress and approved funding request of up to USD\$15,000. The Congress organized by the University of Copenhagen will likely be a recurring event every five years. Yale and Berkeley expressed their support for the Congress, adding that the first event achieved a strong turnout of participants, strongly appealed to the scientific community, as well as sparked broader conversations about climate change.
- 5.3 [Graduate Student Conference \(GSC\)](#): Prof Peter Pang (NUS) updated the meeting that the GSC will have participation from Copenhagen, Oxford, Beida, Yale and ANU. The theme selected for this student conference is ageing. To encourage participation from more IARU institutions, Prof Pang informed the meeting that the deadline for applications has been extended and encouraged interested universities to contact NUS for more details.
- 5.4 [Academic IP Pooling and Collaborative Technology Transfer](#): Prof Chen Dongming (Beida) proposed a workshop for senior officers involved in managing university IP, spin-off incubators and related academic faculty to discuss the possibility of pooling their university IPs to appeal to a greater client base. The proposal was developed in consultation with the leads of the Academic Entrepreneurship and Spin-Off Incubation. Presidents approved the funding request of USD\$15,000 to convene the workshop and agreed that there is value for IP officers to deliberate this possibility. The Chair suggested that the workshop also discuss cross—incubation.

There were concerns raised as to whether IP pooling could actually work, as there were likely to be issues with the different legal systems as well as issues regarding IP ownership. It was highlighted that the European Union had attempted this before but were unsuccessful. Prof Chen acknowledged these challenges, and said that it would still be beneficial for IP officers to meet to discuss these issues. A report will be submitted to either the Senior Officers' Meeting or the Presidents' Meeting after the workshop.

- 5.5 [Global Public Policy Executive Training Program](#): Ms Liyun (Beida) shared with the meeting that Peking University collaborates with Columbia University, Sciences Po and the London School of Economics to provide executive training on public policy to their municipal and government officials. IARU partners were invited to collaborate with Beida in this program and interested universities may get in touch with Beida directly.

## 6. Global Education Initiatives

- 6.1 Members noted the progress of the [Global Summer Program](#), [Cross Disciplinary Tournament](#) and the [Global Internship Program](#).
- 6.2 A legal agreement has been signed between NUS and Banco Santander for a gift of USD\$200,000 per year for three years (2012-2014), which will be distributed equally to all partners. It is hoped that the Santander funding will enable greater mobility of students for GSP courses, with the aim to send about three students per university, for each IARU course.

The presidents expressed their gratitude to the IARU Chair and Secretariat for their efforts in making this generous donation possible.

## 7. Value of Research Intensive Universities

- 7.1 Prof Barry Halliwell (NUS) and Prof Thomas Bjørnholm (KU) jointly delivered a presentation on the second workshop that was hosted by the University of Copenhagen on 25 April 2012, attended by nine IARU institutions, as well as guest speakers from industry. Discussions were fruitful with vigorous debate.
- 7.2 The focus of the workshop was to hear best practices of how IARU members – in particular, from Berkeley, Oxford and Copenhagen – create and measure value. Members also discussed the pros and cons of quantitative measures of research value, and flaws in common approaches (rankings, citations, licensing income, etc). Prof Halliwell added that it is also important to address the value of education and dissemination of knowledge in research-intensive universities as part of the on-going discussions. Ultimately, how can universities help decision makers convince voters that investing in research-intensive universities is good value for money.
- 7.3 There are four main interconnected themes or value flows, namely: research, education, knowledge exchange and the direct economic contribution to the region. The meeting believes that the crux of the specific value of research-intensive universities is the way the four main value flows interrelate and interact in a way that creates value far more than the simple sum.
- 7.4 Presidents approved the working group approach, which is a combination of common evaluation matrix and anecdotes with detailed descriptions to measure the value of research-intensive universities. A timeline was provided with the aim of presenting a report at the October 2012 Senior Officers' Meeting and the 2013 Presidents' Meeting. The Chair suggested that the working group present its findings first through a “scoping and scanning” method, rather than derive a position paper at this stage.

- 7.5 Presidents supported the recommendation to approach Nature or other key journals such as Science, THES and the Chronicle of Higher Education, to inform the academic community that IARU is jointly looking into the subject matter. As a start, Prof Halliwell will send an invitation to Nature.
- 7.6 Beyond the traditional “pillars” of education, knowledge and research within the universities, Prof Bjørnholm emphasized exploring metrics or measurements of universities collaborating with the greater ecosystem, which includes venture capitalists, national laboratories, and science parks. The Chair supported the notion, adding that Cambridge, Oxford and Berkeley are classic examples of such ecosystems where arguably, the town or surrounding areas would not do as well without the existence of the university. These universities value-add, in terms of providing better outcomes for research, education, service and thought leadership. The Chair suggested that another argument might be formed about how students benefit from being in the center of activities in such an ecosystem.
- 7.7 Other suggestions from Presidents included:
- Examine the time dimension of the value created by research-universities, i.e. examples of the long-term benefits as seen in established university ecosystems
  - Provide examples of large, successful companies that begun from or grew within existing university ecosystems
  - Examine immediate versus unknown future economic impact
  - Strategic importance of aligning with existing industry – along with the danger of the effects of a declining industry, e.g. pharmaceuticals, or how the nature of the industry may change, e.g. manufacturing and electronics
  - Intangible benefits from a university, such as educating a society, contributing to public debate and public policy
  - Strategic analysis of graduates from research-intensive universities and those who are not (and what is an appropriate threshold, e.g. arguably even liberal arts colleges do research). It will be useful to have indicators of student quality – namely, hiring, salary benchmarks, achievement and international “stature”.

## 8. Institutional Joint Working

- 8.1 [Women and Men in Globalizing Universities](#): Prof Kiichi Fujiwara (Todai) acknowledged the earlier efforts by Cambridge University on the subject, and that the project has been revived in a very fruitful workshop that was conducted on 16 - 17 March at The University of Tokyo with participation from eight universities. Yale, ETH Zurich and KU conveyed that they have received very positive feedback from their colleagues who have participated, and offered their support for the initiative. Presidents supported the funding request of USD\$15,000 for the next meeting in 2013 to discuss benchmarked data from 2006 - 2011. ETH Zurich will host the next meeting in the fall of 2013.
- 8.2 [Integrated Services- Benchmarking Performance](#): Mr Indi Seehra (Cambridge) presented the findings from the initial benchmarking study and emphasized that

the true value of such longitudinal studies would only be realized over time. He recommended that the study be extended to cover Information Technology (IT) and Performance Management (PM), and requested for a funding of US\$32,000. The presidents acknowledged the difficulties encountered in accurately defining the various parameters and thereafter in compiling the required information. Given these challenges, it was agreed that the benchmarking provided limited value as only five partners participated in the exercise. After some deliberation, the presidents agreed to put this exercise on hold until some future point when more partners are ready to support and participate in this exercise.

Mr Seehra thanked the universities for their participation. He offered to share the findings, on an anonymous basis, with interested parties citing the information on gender, for example, which would be useful to the working group on Women and Men in Globalizing Universities. The Chair thanked Mr Seehra for his strong leadership of this project.

- 8.3 [Best Practice in Leadership Development](#): Ms Karen Poder Pedersen (Copenhagen) presented updates and the proposal for a jointly-run IARU leadership program for faculty and department heads, led by a credible external training agency. The cost of participation will be spread equally between participating institutions. After the training session, participants will continue to network and continue discussions, building upon the value of such an experience.

Oxford, Copenhagen, ANU and NUS expressed their interest in participating in this program. Yale, ETH Zurich, Beida and Todai indicated that they would not be participating. Berkeley and Cambridge said that they could only confirm their participation after consulting with the relevant office. At Rektor Hemmingsen's suggestion, the meeting agreed that this initiative would only proceed if at least five partners agreed to participate, to ensure sufficient international and institutional mix to make program meaningful.

- 8.4 [Research Administrators' Meeting](#): Dr John E. Andersen (Copenhagen) updated the Presidents that the Research Administrators' first meeting hosted by Beida will be postponed to 2013. A number of participants will still meet informally this year at an industry conference (International Network of Research Management Societies) in May 2012, at Copenhagen.
- 8.5 [Alumni Associations Summit](#): Prof Peter Pang (NUS) reported that the Alumni Directors found the sharing of best practice very useful and were looking forward to more activities in the future (e.g. the Alumni Global Summer Program). The Chair concurred, adding that the Alumni group has developed strong and close ties, and he expressed confidence that the Network will achieve much because of the positive momentum generated. ETH Zurich will host the next summit on 16 – 19 September 2012.
- 8.6 [Librarians Network](#): Prof Pang reported that the upcoming meeting of librarians is another example of a successful network arising informally from IARU. All ten partners will be participating in this meeting, which will be hosted by NUS on 11

– 12 June 2012. Outcomes from the meeting will be presented at the 2012 Senior Officers' Meeting.

## 9. Research Initiatives

- 9.1 [Ageing, Longevity and Health](#): Meeting participants had a chance to tour Copenhagen's facilities in the morning, including the Center for Healthy Ageing where Dean Ulla Wewer (Copenhagen) and others presented an overview of its inception, funding support, ongoing initiatives, new collaborations and future plans. The presidents thanked the group for the good work and achievements to date.
- 9.2 [Sustainable Cities](#): Updates were noted, and this item will be withdrawn from future IARU meeting agendas, although any updates from the group as and when updates arise are welcomed.

## 10. Business Matters

- 10.1 [Financial report](#): Mr Toh reported that the financial year (ending 31 December 2011) closed with a net surplus of USD\$189,199.98.

At this meeting, funding has been awarded to the following initiatives:

Campus Sustainability Officers' Meeting (3 years)	USD 45,000
Campus Sustainability Benchmarking Study	USD 10,000
Academic IP Pooling	USD 15,000
Women & Men in Globalizing Universities	USD 15,000
2014 Scientific Sustainability Congress	USD 15,000
<b>Total</b>	<b>USD 100,000</b>

Mr Toh highlighted that expenditure exceeded revenues over the past two years, albeit for good reasons, and this was not sustainable. He explained that after deducting contributions to the Secretariat (USD\$80,000), and funds set aside for the Presidents' (USD\$30,000), Senior Officers' (USD\$15,000) and the GSP meeting (USD\$10,000), only USD\$65,000 remains to support new initiatives from the USD\$200,000 annual membership.

- 10.2 [Presidents' Meeting 2013](#): The eighth IARU Presidents' Meeting will be hosted at NUS on 8 – 9 April, 2013. Nine presidents have tentatively confirmed their availability.

The Chair sought suggestions for the meeting agenda. Topics of interest include:

- Details about the Yale-NUS College collaborations, in particular the challenges faced
- Prominent keynote speakers such as Dean Kishore Mahbubani (NUS Lee Kuan Yew School of Public Policy), considered to be an astute observer of the West

from the East

- To invite a Singapore minister with a portfolio in education for an informal dialogue session
- Best practices on technology enhanced learning
- To maintain a brief, but substantial enough portion to hear IARU updates as it is the mainstay of what the Alliance does
- To have an audit of the initiatives run by IARU and consider what the Alliance should be doing five years from now

- 10.3 [New IARU Chair](#): The current IARU Chair, President Tan announced that all presidents have given their consent and support to appoint President Ralph Eichler (ETH Zurich) as the next IARU Chairperson. President Eichler will assume this position from 1 January 2013 until 31 December 2014.

The current Secretariat based in Singapore will work out the details with the incoming Secretariat from ETH Zurich, for the handover.

Presidents and meeting representatives offered their congratulations to President Eichler, as well as words of appreciation to President Tan for his leadership as Chairperson since 2009.

- 10.4 [IARU membership](#): Mr Toh informed the presidents that three universities (Seoul National University, University of Toronto and Tehran University of Medical Science) enquired about membership in IARU over the past year. Presidents reiterated that it is the small size of this alliance that has brought about the strong level of trust and rapport. Nonetheless, the presidents agreed that it might be helpful to expand the alliance by adding a member each from India, Latin America (Brazil or Mexico) and Africa to inject new perspectives and energies to the grouping. New members must be research intensive, dynamic, and bring an interesting mix in terms of institutional character to IARU. The presidents agreed that no university from these regions were quite ready to be invited to join the alliance.

Membership will be by invitation only and not by application. Current members may make a recommendation for the presidents' consideration as and when they deem a suitable candidate has been identified.

- 10.5 [Any other business](#)

- 10.5.1 [Banco Santander's Offer of More Support](#): Mr Salvador Medina (Santander) conveyed Santander Chairman Mr Emilio Botin's desire to work more closely with IARU, through its corporate social responsibility arm, Santander Universities.

A working committee formed by faculty members from Cambridge, Oxford and Berkeley will draft a call for proposals and circulate this to Senior Officers for their comments, and then to faculty members for proposals. The meeting agreed that the alliance should seek funding support in the region of USD\$500,000 - 2 million. The aim is to table short-listed proposals for consideration at the Senior

Officers' Meeting in October 2012.

Vice-Chancellor Borysiewicz said that it would be meaningful to develop a proposal that cannot be achieved by one university alone, for example, an initiative that leverages on comparative data or knowledge from different geographies. Experience from interactions with Santander reveals that they are keen to support projects which will bring mileage in terms of publicity (e.g. related to the subject of ethics, student mobility). Santander is also keen to support faculty and PhD candidates in their research. Possible projects include:

- Humanities research:
  - Understanding how social science can influence or impact the sciences
  - Geographical approaches to philosophy
  - Global ethical perspectives
  
- For young faculty and PhD students:
  - Funding for researchers and PhD students to attend conferences
  - PhD exchange for one year to spend time in a partner university
  - Buy-off teaching time from faculty, so they can focus on research
  
- IARU projects, such as the Sustainability Conference, Sustainability Science Congress and Global Governance
  - in particular, the implementation of “frugal innovation technology” in developing universities by the Campus Sustainability Officers, perhaps through student exchange

Assuming the proposal is successful, an initiative lead will have to be identified to administer the funds from Santander. As IARU is not a legal entity, the lead will also be required to undertake the agreement with Santander Bank.

Mr Edi Fung (NUS) and the Secretariat will help determine and establish the line of communication with Santander. If IARU is considering further collaborations with Santander, it will be critical to understand more about their CSR mission and motivations.

- 10.5.2 The meeting tasked the Secretariat, in collaboration with the working group for the Value of Research-Intensive Universities to produce a video (similar to the one made by the Alumni Associations Network). The video should be engaging, with “visual and musical simulation” but carrying a serious message – made for politicians, stake holders and the general public.

## 11. Summary

In closing, the Chair and members of the meeting expressed their appreciation to Rektor Hemmingsen, Dr Andersen and his staff from the University of Copenhagen for their gracious hospitality and hosting this meeting.