



## **Finalized Outcomes of the 8th IARU Presidents' Meeting National University of Singapore, 8 & 9 April 2013**

ETH President and IARU Chair, Prof Ralph Eichler and NUS President Prof Tan Chorh Chuan welcomed all participants to the meeting, including the incoming President of Yale and the incoming Chancellor of Berkeley who would be assuming their new positions in mid 2013.

The Chair, on behalf of all the IARU Presidents, expressed his thanks and appreciation to Prof Tan Chorh Chuan who served as IARU Chairperson from 2009 – 2012. He also thanked Prof Tan and NUS for hosting this year's meeting.

### **1. Dialogue with the National Research Foundation, Singapore**

Mr Philip Ong (NRF Deputy CEO) gave an overview of the R&D landscape in Singapore. Mr Ong shared that R&D is a vital part of Singapore's economic strategy, and Singapore has been heavily investing in R&D for more than 20 years now.

Currently, investments in R&D are at 2.28% of GDP, with major investments in engineering, technology, biomedical and physical sciences. These are areas where Singapore has existing economic strengths, and where such a scale of funding is necessary to become an internationally competitive player. Another area of focus is R&D for manufacturing (electronics, chemicals, biomedical sciences, precision and transport engineering) as it makes up around 20% of Singapore's GDP. Development of the energy sector and energy research is still in its early stages in Singapore.

Ms Yong Ying-I (Permanent Secretary, Prime Ministers' Office) said that Singapore's small size – which is both its strength and weakness – enables it to set up efficient structures linking every agency involved in R&D to the NRF under the Prime Minister's Office. For example, in a rapid growth area like the biomedical sciences, the Deputy Prime Minister set up a committee involving all the biomedical sciences agencies, under the chairmanship of NUS President, to improve synergies and avoid duplication. What is also helpful is that there is strong political commitment and signaling from the national leadership. Ms Yong added that much of the R&D investments have gone to the higher education sector for the development of basic sciences. NRF also recognizes the importance of balancing top-down and bottom-up initiatives, because no one can predict where the scientific breakthroughs will happen.

To further boost R&D, Singapore has invested SGD16.1 billion under its Research Innovation and Enterprise, or [RIE2015](#). Funding programs that would fit RIE2015 were categorized into three focus areas: growing future capability, supporting future growth and meeting future challenges.

Ms Yong highlighted Singapore's focus on attracting and retaining talent especially PhD graduates, coupled by having sustainable sources of funding to support and develop them. Singapore is aiming to produce 1,300 PhD graduates annually through NUS and NTU. Given Singapore's small size, the government is benchmarking the levels of PhDs with cities, rather than with countries, thus drawing the conclusion that more PhD graduates were needed. Singapore does not have a graduate



unemployment problem. There were many diverse pathways for PhD graduates who meet the requirements to work in A\*STAR, universities, related government agencies and research institutes. Regarding output and the size of the domestic market, Singapore has agencies to aid them through commercialization and marketing not just to Singapore but the world market. Ms Yong said that there is a thriving and vibrant venture capital industry in Singapore.

### Exploration: IARU Research Project to NRF

Following the dialogue session with NRF, NUS shared that NRF is open to exploring research collaborations that would support Singapore's national goals. The new proposal would not interfere with the existing projects already involving IARU institutions.

Presidents were invited to provide topics of interest in science and engineering. The meeting mentioned possible areas of collaboration such as synthetic biology, land and livability, and ageing (assisted medical devices). Because of NRF's setup, purely social science research would not be of interest to them. Based on the responses, NUS would conduct a range finding exercise, and if there were sufficient interest, it would constitute a group of interested academics and prepare a detailed proposal for NRF's consideration.

Cambridge asked if there were existing mechanisms or collaborations to refer as an example. NUS pointed in the direction to the research initiatives in CREATE. All members were requested to submit their ideas and areas of interest to the Secretariat by 19 April for compilation and submission to NRF.

## 2. Technology Enhanced Learning

Prof Tan Eng Chye (Provost, NUS) gave an overview about how technology is strongly influencing higher education and shared the various initiatives that NUS have embarked upon. In a nutshell, NUS has set funding aside to encourage faculty to innovate, employ tools to promote more interactive learning, set up internal massive open online courses (MOOC) as well as rolled out a campus-wide eLearning week. NUS' efforts started in the mid-1990s, and anticipated on-going challenges such as change management and the associated high costs of technology. So far, the response has been quite positive as a number of faculties were curious and open to try technological enhancements to better engage with students. Nonetheless, NUS Provost cautioned that technology enhanced learning may not be for everyone, and has to be managed carefully. Berkeley cautioned that the real "tsunami" may come from faculty – mostly those in senior professorial positions who were usually the most difficult to convince. The meeting agreed that there was a need to build evidence based data rather than rely on current assumptions that technology enhanced teaching and MOOCs would improve the higher education sector dramatically.

NUS and Todai have recently joined Coursera and would each offer two courses, sharing that they have gained much in terms of interaction with students online. ANU is a member of EdX. Berkeley joined both Coursera and edX. Oxford continues to offer courses through its Oxford University Press. Beida shared that it is considering Coursera and edX, and facing strong pressures from its students and younger faculty members. Many Presidents agreed that the trend has shifted from being skeptical



about MOOCs to a point where universities were singled out for being conspicuously absent. Yale, however, observed that while MOOCs has dominated the public sphere, what might be more exciting may be the use of adaptive technologies and personalized learning, which is an area worth observing.

Today, Oxford and Cambridge also noted the limitations of presenting education through technology – modules have to be structured in ten-minute “bite sizes”, courses are tailored for large classrooms rather than small group learning, and standards were mostly not at the desired levels for high quality students who typically come through IARU institutions. Perhaps what is most important is that universities maintain uncompromising high standards of providing quality education.

The follow-up discussion was deferred to item 10.3.

### 3. Presidents’ Regional Update

Presidents provided updates and discussed a range of higher education issues.

- Berkeley, Yale and Beida will see a change of university leadership this year. IARU welcomed incoming Chancellor Nicholas Dirks (Berkeley) and President Elect Peter Salovey (Yale) to this meeting. Former President, Prof Zhou Qifeng (Beida) has stepped down in March 2013. In addition, Prof Ralf Hemmingsen’s (Copenhagen) term has been renewed until 2017
- With the continued downturn in the global economy, universities in the UK, US, Australia and Japan reported severe funding cuts, which would mostly affect their research funding.
- At ETH, as fundraising is becoming more visible (and successful), the administration is encountering opposition from some students who question the ethics of accepting funds.
- Copenhagen shared that while it was keen to become more internationalized, it was a daunting process for a rather homogenous society with a tax system that offered little incentive for overseas academics to work in Denmark for a few years.
- Many IARU universities are undergoing political changes which may affect internal policies:
  - Australia and UK would be having elections later this year, and China underwent a leadership transition earlier this year
  - In Singapore, the government is aiming to increase cohort participation rate to 40% from the current 28%, and the increase would be accommodated through two new universities. International student intake would decrease in percentage terms.
  - In the UK, tuition fee increases continue to make accessibility an issue for low and middle income applicants. UK politicians were also getting more involved in the social make-up of universities, especially admissions to masters and doctorate programs.
  - The US Supreme court is currently deciding on an admissions policy based on ethnicity, and the results are likely to change the way US universities admits its students
  - In Switzerland, all students who have achieved the requirements for university admissions must be admitted. Recently, universities found that student intake numbers were growing faster than what their budget would allow for.
- Noteworthy new campus developments and programs include:
  - Today Institute of Advanced Interdisciplinary Studies
  - Yale-NUS college at the National University of Singapore
  - The Modernism Lab at Yale University



- China-Singapore Suzhou Industrial Park (NUS)
- Blavatnik School of Government (Oxford)
- New “Institute of Theoretical Studies” (ETH Zurich), funded through a generous private donation
- Todai developed the internet site "Todai Research" to showcase Todai's research findings
- And various programs including Medical Sciences in Oxford
- Global research funding opportunities were discussed, and these included:
  - Because of austerity measures in the EU, funding for Horizon 2020 was adjusted but research funding was still largely protected
  - The University of Copenhagen has set aside 50 million Euros to fund 18 multi-disciplinary research areas - most notable is its Genomics history project.
  - Australia government may be seeking greater collaboration for Asian research

#### 4. Strategic Directions for IARU

The Secretariat summarized the recommendations from the 2012 Senior Officers’ Meeting for three categories of initiatives, namely 1) Grand Challenges and Research Initiatives, 2) Institutional Joint Working and 3) Global Education Initiatives. All three categories have grown and were doing relatively well.

On Grand Challenges, Presidents expressed their support of the overall efforts by the Campus Sustainability Officers who have met annually since 2008 to discuss their sustainability strategies and exchange best practices. Oxford said that in the past five to six years, the group has achieved significant and tangible results. Todai and NUS shared that they have effectively reduced their energy consumption as a result of adopting practices from the group. Most importantly, IARU is able to demonstrate thought leadership and action through this initiative.

On research initiatives, the Secretariat highlighted that while there have been attempts at initiating joint research activities, only one has been successful – the Ageing, Longevity and Health initiative. The Chair noted that its success was due to strong bottom-up involvement by faculty who had found their own sources of funding. The Presidents were enthusiastic about exploring a possible research project with the Singapore NRF (please refer to notes on Session 1, page 2). In addition, ETH suggested that IARU does not overlook the possibility of setting up joint research, perhaps in sustainability or ageing through CREATE in Singapore. As five IARU institutions were already collaborating through CREATE, there were some existing synergies which could be deepened with further research projects. .

On initiatives under Institutional Joint Working and Global Education, meeting participants expressed their support for the Global Summer Program, Alumni Associations Summit and, the Women and Men in Globalizing Universities initiatives, as there continues to be strong value for various counterparts to meet and openly discuss issues and share best practices.

Student initiatives continue to be of interest to IARU. Copenhagen suggested looking into semester-long exchange programs between IARU institutions, to provide sponsorship and alumni hosting support. However, there were concerns about the high costs given the small number of students

involved to warrant such an investment, as well as the differences in curricula that are an obstacle for awarding credits. Alternatively, NUS suggested considering developing graduate level programs under the Global Education Initiatives. The aim is to provide some global exposure to students at this level, without requiring research attachments.

Beyond the three categories NUS suggested that IARU consider delivering value to the wider higher education community. Best practices and findings from groups such as Campus Sustainability, Value of Research Intensive Universities and potentially, the EdTech Horizons could benefit other universities.

The Chair concluded that the initiatives were doing well, and IARU should continue in the same vein.

## **5. Value of Research Intensive Universities**

Copenhagen presented a position paper which it developed with Senior Officers from NUS, Berkeley and Cambridge. The purpose of the position paper was to be a resource point for various IARU partners in their own efforts to create a more nuanced argument to various stakeholders and the public, on how research universities contribute to society. If they choose to do so, partners can publish the position paper, or link the webpage to their university website.

Presidents did not agree on the set of ecosystem indicators or “KPIs” that were proposed. ETH thought that the measures were useful and good indicators of value. However, Cambridge shared that such indicators are likely to assume the form of another league table or ranking, preferring qualitative measures. Yale expressed concern that the indicators do not capture the value of humanities research, which is the area most severely attacked. Adding to this, ANU suggested that the term used should be “knowledge transfer” rather than “technology transfer”. The leads noted the suggestions and would work on including more case studies.

Copenhagen also presented the website containing write-ups based on value-streams identified at its 2011 workshop, supplemented by case studies. [The website link](#) has been disseminated to partners to solicit comments, before publishing the website online. Once approved, the position paper would be included on the website. Partners were requested to revert with their comments by the end of April.

## **6. IARU Initiatives**

### **6.1 Global Summer Program (GSP)**

The Secretariat updated the meeting that there were 693 applications for 18 courses this year, offered by all IARU institutions. Although there was a 22% drop in the overall number of applications, it is likely that GSP would be able to sustain participation rate at about 300 – 350 students. The summer courses will run between June and August 2013.

The sponsorship funds for the 2013 GSP have been received in full from Santander ahead of the stipulated 15 April date, and have been disbursed to all partners. In response to questions by

Cambridge, the Secretariat responded that it has not heard of cases of Santander approaching students for marketing efforts, and Santander have been very flexible and accommodating with requests from the IARU GSP group.

## 6.2 Global Internship Program (GIP)

The Secretariat reported that four universities are offering eleven internships this summer – NUS, Today, ETH and Yale. ETH, who offered its first internship this year, shared that the application process has been positive. It received a healthy number of responses from IARU students, and high-quality applicants. However, there the challenge was with securing the right work permits, and further discussions may be necessary to see if the internship can be counted as part of a student's university curriculum.

The Secretariat and ETH called for greater support from IARU partners to offer internship opportunities as there is a strong level of interest from students.

## 6.3 Global Cross-Disciplinary Tournament (GXT)

Beida gave an update on the third GXT which would be held on 10 – 19 July and the theme of this year's GXT is "the Future of Media". So far, ANU and NUS have signed up, and Beida invited more universities to participate. Prof John Richardson (NUS) who oversaw last year's student organizers emphasized that the GXT is uniquely a student driven, student conceived initiative. He hoped more would support this year's GXT as students would greatly benefit from the learning opportunities in the tournament.

The Chair proposed that the decision regarding the fourth GXT would be made at the Senior Officers' Meeting in November.

### 6.2.1 Sustainable Campus Initiative

The Campus Sustainability Officers met for the fourth time on 18 – 20 March in Cambridge University. ANU reported progress on the CO2 Benchmarking paper, as well as the development of a Green Paper, which details and demonstrates best practices for universities seeking to make their campuses sustainable. The Green Paper would also focus on water and waste management.

#### i. Green Paper Marketing and Communications Resources

Presidents did not approve the USD50,000 funding request to develop the marketing and communications aspects of the paper. The meeting agreed that the group should fully utilize the USD15,000 that was allocated in 2011 to update the IARU sustainability web pages with the Green Paper's content.

The Secretariat requested for the Sustainability Fellows and case studies to be updated as well. Once the Green Paper is ready and website updates have been completed, Presidents would be open to consider funding requests for marketing and communication purposes, but any communication plan should be coordinated with the institutional communications departments.

ii. IARU Sustainability Conference/Workshop, in association with the IARU Sustainability Science Congress

Presidents approved the USD25,000 funding request to conduct a Campus Sustainability conference/workshop focusing on the results of the Green Paper and the CO2 Benchmark paper. The remaining funding required would be obtained through delegate fees.

The Sustainability Science Congress organizers have expressed their agreement and support to host the workshop in conjunction with its congress.

### 6.2.2 Sustainability Science Congress

Copenhagen reported that the Sustainability Science Congress is coming along well, and would take place in Copenhagen from 22 – 24 October, 2014. The Congress would coincide with another major event, the “Global Green Growth Forum”, organized by the Danish Government as well as a week before the IPCC’s fifth assessment report. Yale has joined the steering committee; therefore, all IARU institutions are now represented.

### 6.3.1 Academic IP Pooling and Collaborative Technology Transfer

Beida organized the Academic IPP workshop on 7 – 8 March, the first time technology transfer officers came together to network and discuss areas where they were facing challenges. Dr Lily Chan and Prof Wong Poh Kam from NUS Enterprise attended the workshop, and were present to take questions from the meeting.

An outcome from the workshop was that Beida and NUS would run a pilot program to collaborate on strategic and specific areas to pool IP, before approaching industry. Possible areas were biomedical and environmental technologies, but more areas would be considered. NUS shared that it has successfully pooled IP with the University of Auckland, as well as with A\*STAR in Singapore. Dr Chan noted that it is hard work but the benefits were high. Technology transfer officers have indicated support for the pilot, and if successful they could consider joining the program. As IARU was already collaborating multilaterally on a number of initiatives, it was a good opportunity to see if IP pooling efforts were possible.

To enable IP Pooling, NUS would develop a web portal to access technologies available at the various member universities that can be grouped into families of patents using a built-in search engine. Technology transfer officers agreed on the guiding principle that the member university that was approached first for licensing would assume the role as lead negotiator. The web portal would be submitted for approval to its oversight committee as well as IARU Presidents before its launch.

Beida requested for a follow-up workshop in 2014 at ETH, to discuss how to generate funding for proof-of-concept research, and to learn more about entrepreneurship education programs which were very successful at ETH. A proposal would be submitted at the next Senior Officers' Meeting for agenda and funding approval.

Presidents noted the updates for **6.3.2 Women and Men in Globalizing Universities** and **6.3.3 Alumni Associations Summit**. Both initiatives would conduct their workshops on 28 – 29 October and 30 September – 3 October, respectively. Oxford expressed their support for the Alumni Associations Summit.

#### **6.3.4 Librarians' Meeting**

ANU reported on behalf of the IARU librarians and put forth a draft statement (an amended version was tabled for the Presidents' consideration) on Open Access to be adopted by IARU. Presidents were divided on the draft statement, with several noting that the statement was rather general and unlikely to add much value to their institutions. Presidents decided that it would not be helpful for IARU to publish such a public statement.

#### **6.3.5 Research Administrators' Meeting**

Beida gave an update on the Research Administrators' Meeting one-day workshop program that would be hosted on 15 September. The organizers also plan to run a symposium on junior research talent recruitment alongside the IARU workshop. The add-on symposium would provide greater opportunities to learn about the Chinese scientific research management system, and establish links for collaboration and staff exchange.

The Chair requested that the initiative should aim to have five or more IARU partners in attendance to have a valuable discussion and exchange of best practices.

#### **6.3.6 Ageing, Longevity and Health**

Copenhagen updated the meeting on ALH initiatives, and presented plans to "Empower the Network". All present in the meeting expressed their support for the proposal to establish a steering committee to enable even greater engagement across IARU campuses through workshops, exchange programs and joint funding opportunities. Members would send their nominees to Copenhagen by the end of April. Beida offered to link up the ALH team with China's "Smart Project" on Ageing, which studies the situation of the elderly in over 80 provinces in China.

In addition to exploring possible common funding activities under the Horizon 2020, the ALH group was invited to consider opportunities through CREATE in Singapore and NIHR in the UK.



## **7. The Changing Position and Role of Asia in the World – Key Implications for Higher Education**

Professor Kishore Mahbubani, Dean of the Lee Kuan Yew School of Public Policy called for universities to promote greater understanding between the East and the West, as well as encourage multilateralism and a new global ethic.

Prof Mahbubani's talk was themed "GPS" (Good News, Problems, and Solutions). The good news is that there are improvements in global poverty, health care and advancements in technology. However, problems such as climate change continue to persist, and many a political leader had to manage the reality of local politics which prevents them from adopting what is good the greater world and the future.

Seeking solutions, Prof Mahbubani said that universities have a long-term interest in changing people's mindsets, especially in a time of rapid global population growth with finite resources. He added that he saw universities' efforts as being bottom-up through disseminating knowledge, creating awareness and inspiring people to make a difference. Universities should also be critical of their curricula, and be constantly updated to allow greater changes.

With the new "internet generation", Prof Mahbubani observed that people are more connected with others from different parts of the world. He added that it is vital that future leaders are bi- or multi-lingual, to be able to understand the nuances and narratives of different cultures. He gave an example of how a Chinese prose took on a harsh interpretation when translated into English.

Prof Mahbubani concluded by highlighting Asia as a "sunrise industry", further encouraged by high levels of multilateralism amongst world leaders.

## **8. Yale-NUS College & Evaluating the Global Relevance of Liberal Arts Education**

Prof Pericles Lewis gave a presentation on the new liberal arts collaboration by Yale and NUS. He emphasized that the curriculum links Asian and Western civilizations, and offers students breadth and depth of learning. Highlights of the Yale-NUS presentation included its recently launched curriculum, global faculty recruitment, and the design of the new campus. Prof Lewis also spoke about the opportunities for overseas exchange and internship opportunities. He appealed to IARU presidents to consider working with Yale-NUS for student exchange.

Cambridge asked whether the new curriculum – which is broad based for the first two years (and includes a reading list of 40 "great books") then students specialize in their senior years – can provide sufficient learning to be able to pursue their post-graduate degrees in pure sciences in top institutions. Prof Lewis responded that Yale-NUS students would be able to catch up in their senior years, where the individualized instruction is usually quite intensive. Yale shared that this model is similar to liberal arts colleges such as Williams and Pomona, and graduates do have sufficient pure science components, and are coveted at top research universities. However, Cambridge said that the Yale-

NUS curriculum may be too prescriptive with little room for self prescribed learning. Prof Lewis noted the point, adding that the curriculum would be reviewed if necessary.

With reference to the setting up of Yale-NUS, both Yale and NUS responded that if they developed a liberal arts college of their own, it would not be able to achieve this unique setup as it would be closely entrenched in their own local systems and culture. Another unique quality is that this liberal arts college would be able to leverage on the research facilities available at NUS. Furthermore, most of Yale-NUS' faculty members have a joint appointment with NUS and often have their own independent source of funding. Prof Lewis also shared that they are in the midst of discussions for greater collaborations with CREATE.

Yale-NUS would be taking in 150 students for its inaugural batch for Summer 2013. About 12,000 applications have been received, and students apply through the Yale-NUS website, as well as through the US common application system. About 30% of students who have applied to Yale have indicated that they wish to be considered for Yale-NUS. Prof Lewis shared that in the admissions process, Yale-NUS is looking for students who exemplify a breadth of interest, willingness to be active learners and have good test results. Yale-NUS students would graduate with a Yale-NUS College degree, issued by NUS. There were also options for a double degree with NUS Law Faculty (a five-year program), a concurrent degree with Yale School of Forestry and Environmental Studies and an MBA with the Yale School of Management.

The presidents congratulated Yale-NUS and wished it success with all its endeavors and plans going forward.

## **10. Santander Proposals / New Proposals**

### **10.1 Failure of the Numerical**

Cambridge presented the revised proposal on behalf of the project leads. The topic was approved at the 2012 Senior Officers' Meeting, and the initiative leads have reverted with revisions to the initial proposal. Although the invitation by the Santander representative in April 2012 was only for USD500,000, the funding request submitted is for USD2.5 million. Cambridge suggested that it might be effective to pitch this as sponsorship of USD\$250,000 per institution for this project.

The meeting agreed that the proposal crafted was sufficient for corporate sponsorship, and was ready to make a sponsorship request to Santander.

Concerned that Santander may wish to withdraw funding from the Global Summer Program, Presidents agreed that while Santander should be approached for funding for the proposal "The Failure of the Numerical", it is of secondary priority to the Global Summer Program. NUS and Cambridge would coordinate to approach Santander. Other Presidents were also encouraged to speak to Santander and express their support for the IARU sponsorship requests if the opportunity arises.



## **10.2 International Student Teaching and support**

This paper was withdrawn as the initiative lead was unable to attend.

## **10.3 EdTech Horizons Workshop**

Presidents approved the USD15,000 budget request and Mr Ravi Chandran's (NUS) proposal to conduct a workshop on 13 & 14 November 2014 in Singapore. The aim of the workshop is to discuss trends, opportunities and challenges IARU members are experiencing in using technology for effective teaching.

NUS would invite the relevant participants and finalize an agenda. An intended outcome is to develop a benchmark matrix to facilitate the comparison of educational technologies in IARU universities. It would also discuss and identify educational technology projects for possible collaboration.

## **10.4 IARU Sports Event**

Presidents accepted ETH's invitation, and agreed to send students to participate in the sporting event from 22 – 26 April, in conjunction with the 2014 IARU Presidents' Meeting in Zurich. The program, meals and accommodation for students would be sponsored by ETH.

The sports event will combine the Frisbee competition with other sports activities, with the aim to give a mixed group of deserving students from each institution the possibility to interact over sport. Today and Yale requested that ETH consider including a side academic program and some guidance on the types of students to invite to the sports event.

## **11. Business Matters**

### **11.1 Financial Report**

The Secretariat reported that IARU funds stood at a healthy balance of USD260,032.07 as of 28 February 2013.

The meeting also noted that USD135,000 has been committed annually for the running of the Secretariat and meeting commitments for the annual Presidents', Senior Officers' and GSP Working Committee meetings. The Chair requested that approved proposals should not exceed USD65,000 annually.

At this meeting, Presidents approved funding for two proposals:

- USD25,000 for the IARU Sustainability Conference (in conjunction with the Sustainability Science Congress), and
- USD15,000 for the EdTech Horizons workshop

With these approvals and taking into consideration other commitments up to the end of the year, IARU funds will close the year with an expected balance of USD137,957.30.

### **11.2 Presidents' Meeting 2014**

ETH Zurich will host the next Presidents' Meeting on 24 – 25 April 2014 (Thursday – Friday). Presidents requested for discussion or relevant speakers on the topics of university-industry partnerships, in particular on links with the pharmaceutical industry, industry supported PhDs and entrepreneurship ventures.

The Presidents' Meeting for 2015 and 2016 would be held in Todai and Oxford, respectively. The dates for these meetings would be confirmed through the various Presidents' offices.

### **11.3 IARU Membership**

Presidents requested Senior Officers to propose one or two universities each from South America and Africa for consideration as new members at the upcoming Senior Officers' Meeting. Senior Officers should propose a mechanism for considering new IARU members.

NUS suggested inviting potential member(s) to IARU meetings as observers first, before confirming their status as members. The Chair said that he would take this under consideration.

### **11.4 IARU Chairperson 2015 – 2016**

The Chair announced that he would be stepping down in December 2014, as he would be retiring from ETH Zurich. He encouraged IARU Presidents to begin discussions about the next IARU chairperson and forward their recommendations to him.

### **Closing and Appreciation**

Presidents recorded their appreciation and bid farewell to Beida President, Prof Zhou Qifeng who has retired from his position.

ETH Zurich would assume the Secretariat position from 1 July 2013. The meeting thanked the outgoing Secretariat from NUS, Mr Bernard Toh and Ms Yeap Su Phing for their services over the last four years.