

Confirmed Outcomes of the 9th IARU Presidents' Meeting ETH Zurich, 24–25 April 2014

Opening

Ralph Eichler, Chairman of IARU and President of ETH Zurich, welcomed all participants to the 9th Presidents' Meeting, the first to be held at ETH Zurich. Presidents Ian Young (ANU) and Peter Salovey (Yale) were not able to attend the meeting and sent their apologies. Ralph Eichler extended thanks to the IARU Secretariat (Anders Hagström and Romana Rutz) and the team of ETH Global for their assistance in the preparations for the meeting.

Session 1: Institutional Joint Working & Research

1.1 Value of Research Intensive Universities

The position paper on the “Value of Research Intensive Universities” and the website write-up has been revised since the last Presidents' Meeting. The Key Performance Indicators have been removed, giving the document a qualitative rather than quantitative focus. The document was published on the IARU website in February 2014. It can serve as a good starting point for discussions with various stakeholders of the individual institutions. Partners are encouraged to send periodically new case studies and links to relevant news from their institution to the IARU Secretariat to keep the web pages up to date.

Presidents thanked Barry Halliwell, Thomas Bjørnholm and their colleagues at NUS and UCPH for the final round of work on the document. Herewith, the initiative is closed.

1.2 Academic IP Pooling and Collaborative Technology Transfer

At the 2nd Technology Transfer Workshop, which was running in parallel to the Presidents' Meeting at ETH Zurich, the delegates from 8 partner universities discussed the different approaches by their institutions to university-industry-government partnerships, entrepreneurship, funding models and incubation programs. One finding of the workshop was that start-up companies at all institutions face the challenges of funding and often lack the required management skills.

PKU gave an update on the progress of the demo website of the IARU collaborative Technology Transfer portal (IP pooling). A first draft of the web portal has been completed by NUS and PKU. Presidents agreed to have a link from the IARU website to this IP portal once the pilot project has been completed.

1.3 Research Administrators' Network

One of the main topics discussed at the 2nd Research Administrators' Meeting, held in September 2013 at PKU, concerned the mobility of researchers: Within individual countries, there is plenty of support for mobility, but not across national borders or continents. Further, the group identified difficulties in the reporting to funding agencies in collaboration projects where several universities are involved.

Thirdly, the communication between universities of different countries / continents could be improved regarding cross-continent funding opportunities for collaborative research projects that partner Universities might not be aware of.

The group had suggested establishing a Research Administrators' Fellowship Program to promote staff mobility. At their meeting in fall 2013, Senior Officers supported the idea in principle, but encouraged the institutions to fund the fellowships individually.

The network also plans to establish a dictionary on the terms used in research management as each institution uses quite different terms. The next Research Administrators' workshop will take place on 1–2 October 2014 in Oxford.

Prof. Tan (NUS) mentioned that the Global Research Council (GRC) has put together a consortium of funding agencies from around the world, dedicated to promoting the sharing of data and best practices for high-quality collaboration among funding agencies.

Jennifer Barnes (Cambridge) suggested that the group considers whether IARU as an alliance of leading universities could help other institutions to be globally competitive when they bid for grants, for example under Horizon 2020.

1.4 EdTech Horizons Workshop

Bernard Toh (NUS) updated Presidents on the program of the EdTech Horizons Workshop to take place in November 2014, back-to-back with the Senior Officers' Meeting. The program has been finalized with the input received from partners incorporated into the agenda. The workshop will put a stronger focus on the teaching and learning aspects. Guest speakers from Duke University, University of Sydney and University of Wolverhampton have been invited. In addition, delegates will have ample time for sharing best practices. The workshop might thus also create new opportunities for collaboration. 5 partner institutions have confirmed their participation; the others are also encouraged to appoint a representative.

1.5 International Student Teaching & Support

Oxford has collected data from IARU partners to assess challenges international students face and the support provided to them. Funding aspects were not included in the discussions. Partner universities reported a desire to learn about the best approaches to international student support, Oxford proposes to host a meeting to explore the initiatives and define the minimum recommended standard for supporting international students.

Presidents agreed to form a group to share experiences and best practices for supporting international students. Oxford will present a draft agenda and a funding request to the Senior Officers' Meeting in November 2014 for a first meeting of the group in early 2015. PKU suggested including discussions on ways of facilitating the flow of international students to non-English speaking countries. Erik Lithander (ANU) referred to the annual "International Student Barometer" survey. The company "i-graduate" which runs these surveys, is based in the UK and might be invited to the Oxford workshop.

1.6 Women and Men in Globalizing Universities

Renate Schubert, ETH Zurich's representative in the Women and Men in Globalizing Universities group, presented a summary of the insights gained from the benchmarking study on the academic

ladder and the areas of action the group focuses on. PKU will look into the possibility of providing their data to make the survey cover all ten IARU institutions.

Presidents expressed their thanks to the group for the interesting work and expressed an interest in seeing a similar comparison also for the social sciences.

The group plans to meet again in spring 2015 at Oxford. A funding request will be submitted at the next Senior Officers' Meeting in November 2014.

1.7 Librarians' Contact Group

The Librarians' Contact Group meets annually but does not rely on IARU funding for their meetings. The group is developing an "IARU Green Library Toolkit", which will be presented to the Senior Officers' Meeting 2014. The group will align the Green Library Toolkit project with the IARU Sustainability Initiative. It exchanges information regularly through electronic means.

1.8 Alumni Associations Network

The 5th IARU Alumni Associations Summit was held in fall 2013 at UTokyo. The topic of the meeting was how alumni activities can support the internationalization efforts and strategies of member universities. The Alumni directors shared best practices and discussed the organization of joint events to leverage the IARU network value. The Summit meeting concluded with an Alumni Networking Reception with alumni from all 10 partner universities. The next Summit will take place on 6–8 October 2014 at UCPH.

For the Alumni Networking Reception on the occasion of this Presidents' Meeting, more than 120 alumni from all 10 partner universities have signed up.

Peter Brunner, Director of ETH Alumni, presented the alumni associations network's proposal for an IARU World Alumni Forum. The Forum would be held in conjunction with the annual Presidents' Meetings with the aim of increasing the visibility of the alliance. The forum would cover 1.5 days and include presentation by the Presidents and top researchers from IARU universities. The institution hosting the Presidents' Meeting would provide the facilities and define the topic of the Forum. The costs would be covered through registration fees of the Forum participants.

Presidents expressed their support for the idea. UTokyo confirmed their willingness to host the first IARU World Alumni Forum in conjunction with the Presidents' Meeting in March 2015. A program proposal will be submitted to the Senior Officers' meeting in November 2014.

Don Filer reported that the Alumni directors had decided not to pursue the idea further of organizing an IARU Alumni Event in conjunction with the 3rd Universia International Rectors Meeting in Rio de Janeiro in July 2014.

1.9 Aging, Longevity and Health

Ralf Hemmingsen (UCPH) recalled that the Aging, Longevity and Health (ALH) initiative had been originally launched as an area feasible for interdisciplinary collaboration across all IARU universities. The activities are now well established. The funding for the UCPH Center for Healthy Aging has been secured for another five years through a USD 26 million donation by the Danish "Nordea-fonden".

Researchers from all partner universities meet regularly to exchange ideas and promote ongoing initiatives within the aging research community. One of the initiatives discussed is joint grant writing

for the EU Knowledge and Innovation Communities (KIC) that also allow for participation of institutions from outside the European Union.

In June 2014, there will be three simultaneous IARU Congresses on Aging, Longevity and Health organized by UCPH. Preparations for the conferences are going well, and researchers from all 10 institutions have registered. Partners are asked to promote the events at their universities.

The ALH Steering Committee has been established with eight partner universities represented. The Steering Committee will strengthen the Aging, Longevity and Health (ALH) network among IARU.

Session 2: Global Education Initiatives

2.1.a Global Summer Program GSP

Anders Hagström reported on behalf of the GSP coordinators on the Global Summer Program (GSP). GSP has become a firmly established program. In 2013, a total of 328 students participated in one or more of the 19 courses offered by all 10 partners. The 2013 program was again a success; the participant survey showed high satisfaction rates. The GSP coordinators work well together and try to address problems arising, such as student cancellations.

GSP 2014 is the 7th cycle, involving all 10 partner universities and a total of 20 courses. The high application numbers confirm the continued strong student interest. However, interest is still very unevenly distributed, reflecting the different summer school cultures at IARU universities. Further challenges are the rising fees – even after taking into account the support available through the Santander scholarships – and the significant coordination effort by partners and the IARU Secretariat when put in relation to the total number of participants. Presidents tasked GSP Coordinators to explore new ideas for making GSP available to more students, while keeping an eye on the organization and coordination load of the program. ANU and Berkeley are elaborating possible new formats or extensions of GSP, and will present them at the next GSP Meeting in September 2014.

Focusing on other forms of IARU-wide exchanges might be another possibility to broaden student involvement. Presidents asked Senior Officers' Meeting to explore the options at their next meeting.

A second alumni survey will be carried out by the IARU Secretariat in 2014. Alumni will also be asked for ideas on how to celebrate the 10th GSP anniversary in 2017.

2.1.b IARU-Santander GSP Scholarships Extension

The current agreement with Banco Santander will end with GSP 2014. The IARU-Santander scholarships contribute significantly to enabling student mobility among the partners institutions and thus to the success of GSP. Anders Hagström reported that Santander is now preparing a draft for a new agreement, which will be reviewed by the IARU Secretariat and circulated to all partners for approval. In character, the new agreement will be a continuation of the existing one without major changes.

As IARU is not a legal entity, the new agreement will have to be signed by one of the partner institutions on behalf of the Alliance. In view of the current transitioning of the IARU Secretariat, President Tan offered to sign the agreement on behalf of IARU. Santander wishes to stage a signing ceremony with press coverage during the “3rd Universia International Rectors Meeting”, 28–29 July

2014 in Rio de Janeiro. President Tan, Vice-Chancellor Hamilton and President Salovey have confirmed their attendance.

2.1.c Memorandum on Student Exchange for GSP

New regulations at UTokyo require a memorandum of understanding for receiving students from overseas. President Junichi Hamada thanked the partners for having given their consent to sign the memorandum.

2.2 Global Internship Program GIP

Anders Hagström noted that GIP is not a program, but rather a platform for offering internship opportunities to students at partner universities. The IARU Secretariat offers brief guidelines. Partners are invited to use this platform and offer attractive internship positions.

2.3 Global Cross Disciplinary Tournament GXT

Erik Lithander (ANU) reported that students from 8 partner universities have applied to the GXT competition that will take place in July 2014 at ANU. The organizing student association at ANU has thus qualified for financial support from the university. Students show a tremendous enthusiasm to run this event.

Session 3: University-Industry Cooperation

Dr. Hubertus von Grünberg, Chairman of the board of directors of ABB Ltd., Zurich, presented ABB and the company's involvement in research projects with around 70 research institutions worldwide. ABB is a global leader in power and automation technologies and puts a strong focus on research and development. ETH Zurich is its main academic partner, currently there are around 13 research projects underway between ETH and ABB.

ABB cooperates with research institutions by supporting relevant research, offering internships and collaborating on research projects, typically in the form of PhD projects. Policies on intellectual property rights need to be clear before the collaboration starts and depend on whether the research is fundamental or applicable to industry.

Dr. Urs Zuber, Head Industry Relations at ETH Zurich, presented the institution's approach to collaboration with industry. Companies approach ETH to receive information about research activities, find relevant contacts, access new technologies and expertise, find innovative solutions, establish strategic partnerships with individual research groups, access the pool of talents, and to promote their brand. ETH has three units to serve these needs: "ETH Zürich Foundation" for development and fundraising, "ETH Industry Relations" as the central entry point to establish the contacts between ETH researchers and industry and "ETH transfer" for research agreements and collaborations. Two "Innovation and Entrepreneurship Labs" (ieLab) have been established to bridge the gap between fundamental research and product development. ETH also supports promising spin-offs with "pioneer fellowships"; the venture capital however needs to be acquired on the free market. ETH advises spin-off companies and establishes important contacts. The close distance between campus and industry facilities is key.

Session 4: Presidents' Regional Round-up

Australian National University

Erik Lithander presented apologies from Vice-Chancellor Ian Young who had had to cancel his participation in the meeting at short notice due to political issues that had arisen in Australia. In 2012, the Australian government removed the cap on the number of funded undergraduate places in the public university system. This led to a rapid growth in undergraduate education across the board, although growth rates were very different across the university system (+22% at ANU). The new government has now reviewed the demand-led system and opened up government funding to private universities and non-university education providers on the same terms. Sub-Bachelor education now competes for the same budget as for-degree education. In response to the new situation, ANU with the other Group of 8 universities has argued for removing the cap on tuition fees, combined with an equitable scholarship scheme.

The government has launched a new “Colombo Plan”, reversing the old scheme that funded international students coming to Australia, to fund Australian students going to institutions in Asia with the aim of acquiring “Asian literacy”. The Ministry of Foreign Affairs will spend more than 100 million Australian dollars over the next five years on this program.

ETH Zurich

The relations between Switzerland and the European Union (EU) are framed by a series of bilateral treaties, of which the agreement on free movement of people is a major pillar. In February 2014, the Swiss voted to (re-)introduce quotas for immigration within the next three years. A strict quota system would violate the agreement on the free movement of people. The EU has responded by excluding Switzerland from the next generation of the research (Horizon 2020) and education (Erasmus+) programs. The Swiss government is working hard to find a diplomatic solution with the EU. For Swiss universities, the issue is less a financial concern, but more one of being excluded from the Europe-wide competition, creating a climate of uncertainty especially for PhD and postdoc students and their families.

Switzerland is establishing a National Innovation Park to attract technology-intensive companies, create jobs and wealth. A go-ahead by the federal and cantonal governments is expected this year. ETH Zurich and EPFL in Lausanne are foreseen as the two national hubs.

Student fees at ETH (and in Switzerland in general) are very low (approximately USD 1,500 per year). Currently, a parliamentary initiative is in the pipeline to introduce differentiated fees for domestic and international students. Still, tuition fees will remain a small fraction of the total student budget, given the high cost of living in Switzerland. On the Hönggerberg campus, ETH is now building its first on-campus student housing for some 1,000 students.

National University of Singapore

The Yale-NUS College, now in its first year of operation, is continuing to develop very well. The first cohort of the four-year program, counts 150 students. For the second class, already more than 10,000 applications have been received. The curriculum includes a strong comparative component of Western and Asian contexts. Construction work on the facilities will be completed in a year's time.

Singapore is in the process of rapid massification of higher education. Whereas in the 1980s only 5% of an age group went to university, by 2020, 40% of students will enter university. The Singapore university system has expanded to 6 institutions with the two newest being non-research-intensive universities (they will conduct some research, applied/industry-linked) that are closely linked to industry, allowing for a greater diversity of higher education options.

Research and Development in Singapore is undergoing an extensive review in preparation for the next five-year funding period (2016–2020). Key questions include national scientific goals, the efficiency of the funding system, and promoting innovation, commercialization and entrepreneurship.

NUS is also focusing on growing student and faculty entrepreneurship and creating an entrepreneurship ecosystem. Facilities for NUS start-ups have also been created at the NUS Suzhou Research Institute in China.

Peking University

Integrating PKU in the network of world universities is a high priority of the university. PKU's Yenching Academy (YCA), to be opened in fall 2015, will offer a one-year Chinese Studies Master's program in English for the most talented students from leading universities in China and worldwide, focusing on humanities and social sciences in a global and interdisciplinary context.

PKU is planning to establish up to 10 new research centers in basic disciplines. Faculty from IARU universities are invited to contribute to teaching and research.

President Wang summarized the idea of the new healthcare system PKU Medical City (see item 5.6).

University of California, Berkeley

Over the course of the last 6–8 years, state funding for the California system of higher education has decreased significantly. The drop in state funding has been compensated by increased tuition fees and by admitting more out-of-state students who pay higher fees. Access and affordability of university education continue to be high on the political agenda.

Philanthropy has been the other lever to compensate for the cuts in state funding: in its recent campaign, UCB managed to raise USD 3.13 billion.

UCB is working to expand the range of global opportunities for students and broadening the “global footprint” of the university.

University of Cambridge

In the build-up to the general elections in the UK in 2015, higher education is likely to become more politicized. The A Levels exams are being reformed, putting questions on their role as qualification for university admission. Student finance continues to be a political issue, with a proposal on removing the current cap on tuition fees.

The UK government has announced additional funding for investment in university infrastructure. Funding under the “City Deal” aims to improve economic competitiveness by supporting business-university interaction.

On the European level, Horizon 2020 brings several significant improvements in research funding with a considerable increase in the program budget, support for large-scale research in infrastructure

and a focus on excellence. On the downside, the new instrument of the “European Citizens’ Initiative” has already produced a number of initiatives that are threatening research freedom, including campaigns against vivisection and stem cell research.

University of Copenhagen

Over the past years in Denmark, there has been considerable political pressure to increase the number of students. As the cost of the system has been rising (students in Denmark do not pay tuition fees), the focus is now shifting to either reducing student numbers or the time they spend in the system. The Danish Committee on Quality in Higher Education has suggested that only a third of the student body should continue directly with a Masters’ degree. Furthermore, it is proposed to reduce the duration of Master programs from two years to one year. UCPH observes these trends in the educational system with great concern.

On a more positive note, Denmark is planning to ease immigration rules which will make it easier to recruit international researchers and students.

The national accreditation system is being modified, moving from program to institutional accreditation. UCPH welcomes this development.

University of Oxford

The political environment for higher education in the UK is becoming “less and less comfortable”. With the new system of fixed-term governments, election campaigns are becoming longer.

Income from the increased tuition fees has made up for the funds lost through budget cuts. Research funding has not been affected as much as other areas and has remained nominally stable.

Oxford has put significant efforts on access to the university, with philanthropy-sponsored scholarship programs to set off the higher tuition fees, in particular for students from low-income backgrounds. Another major priority has been funding for graduate scholarships.

Oxford’s new Blavatnik School of Government has successfully completed its first year. Another philanthropy success led to the creation the Oxford Martin School that places a major emphasis on interdisciplinary research.

The University of Tokyo

As a consequence of the financial crisis in Japan, UTokyo has faced unprecedented budget cuts. As a compensation, the university is seeking to increase competitive funding, in particular to sustain its commitment to the globalization strategy, promoting international student exchange and producing an environment of international research and education.

UTokyo is carrying out a comprehensive reform of undergraduate education. Improving quality, promoting active learning and classroom interaction, international mobility and internships are among the objectives. UTokyo is considering changing the academic year to a 4-term system and increasing the number of programs offered in English.

As part of the UTokyo global strategy, President Hamada highlighted three initiatives: 1) The “UTokyo Forum”, a large-scale series of events to improve collaboration with partner universities and research institutes; 2) UTokyo’s first MOOC, offered in September 2013 on the Coursera platform, further courses are planned on edX; 3) UTokyo’s new online tool that can search theses, programs as

well as current activities in the study of sustainability that will be presented at the Sustainability Science Congress in Copenhagen in October 2014.

Yale University

Don Filer reported on behalf of President Peter Salovey who was not able to attend the meeting. Cost of and access to higher education is currently a widely debated topic in the US. There is the general perception that in particular students from minority and low-income backgrounds and students who are the first in their family to attend college have limited access to elite institutions in the US. Yale has a number of programs in place to promote access and address this issue.

Session 5: New Proposals

5.1 National Research Foundation Proposal

Barry Halliwell (NUS) reported that the proposal for an IARU research activity is still “under serious consideration” by Singapore’s National Research Foundation (NRF). A decision is expected in May. To reduce the complexity of the program, NRF has said that NUS would be the entity to coordinate the research collaboration between NRF and the alliance. Further information will follow at the next Senior Officers’ Meeting in November 2014.

5.2 IARU-Santander Research Fund

As a “counter offer” to the IARU research proposal “Failure of the Numerical”, Santander has proposed setting up an “IARU-Santander Research Fund” to fund selected research projects, with a total of USD 200,000–300,000 per year. Presidents questioned whether such an endeavour would be worth the administrative effort required to guarantee the quality of projects. It was agreed to pursue another line of collaboration with Santander to promote (graduate) student mobility. The success of the GSP is a good track record for a graduate student travel grant program. President Tan, Vice-Chancellor Hamilton and President Salovey will approach Santander’s Chairman Emilio Botín with this idea at the 3rd Universia International Rectors Meeting, 28–29 July 2014 in Rio de Janeiro.

5.3 Global Transformation in IARU Member Strategies

Dr. Barbara Becker, Director Global Transformation Affairs at ETH, proposed to establish a new institutional learning activity on relations with emerging and developing countries in the context of globalization. The proposal foresees a meeting of experts from the partner universities to share experiences and map the institutional approaches to interaction with partners in emerging and developing countries. As a follow-up of the workshop, the proposal envisages two options for further action: establishing a working group for the elaboration of guidelines or principles on how to incorporate the perspective of developing countries in the Alliance, or a Standing Panel for regular exchange and potential advisory services.

Presidents agreed to establish the network to exchange ideas and prepare a workshop, which will be funded with USD 10,000. Based on the workshop results the network is to define the working agenda to be presented at the next Senior Officers’ Meeting.

5.4 Graduate Student Conference

As part of its strategy to empower the Aging, Longevity and Health network, UCPH will host the 2nd Interdisciplinary Graduate Student Conference on “Aging Research and Scientific Careers” on 21–22 June 2014, targeted at PhD students with interests in health and aging research. All IARU universities are invited to participate. Ralf Hemmingsen encouraged each partner to nominate two PhD students to attend the conference.

Presidents agreed to co-fund the Graduate Student Conference with USD 15,000.

5.5 Partnership with Futurity

On behalf of ETH and UCPH, Marianne Lucien (ETH) presented a proposal to partner with Futurity, a non-profit online knowledge-sharing platform for research news from currently more than 60 universities. Hosted at the University of Rochester, USA, Futurity serves almost 8,000 subscribers, including news outlets, with a daily newsletter with science story ideas. The network has over 20,000 followers on Social Media. Futurity partners only with university alliances, among them AAU, Russell Group and Group of Eight. Berkeley and Yale are currently using Futurity services.

Presidents approved the proposal of partnering with Futurity. The association will be at no cost to IARU. Partner institutions opting to use Futurity’s services pay an annual fee (currently USD 3,000), but there is no obligation to subscribe to this service. Presidents indicated that it would be important for institutions opting to use Futurity’s services to receive regular metrics that indicate the value and the reach of Futurity’s newsletter articles, web, and social media presence. IARU will leave specific specifications, such as this one, to be outlined in individual agreements. The Secretariat will communicate the interest to Futurity. ETH and UCPH will draft a memorandum of understanding.

5.6 PKU Medical City

PKU presented an invitation to start a global collaboration among IARU universities within the new PKU International Hospital. Presidents were supportive of the idea. To enable forms of engagement that are tailored to each institution, they proposed that members pursue the collaboration individually instead of the Alliance as a whole.

PKU plans a workshop to elaborate on the collaboration for 5–6 December 2014 in Beijing. Prof. Shan Wang, Head of Peking University International Hospital, invited partners to send him their input on the proposal.

5.7 Participation in “The Limits of the Numerical”

After Santander’s decision not to support the “Failure of the Numerical” research proposal, the project was no longer on the agenda of IARU. The project team, coordinated by Cambridge, has raised USD 1.4 million to start the project as a collaboration with the Universities of Chicago and Toronto. One element of the scheme is to run a week-long early-career research colloquium each year. Sir Leszek Borysiewicz invited the individual IARU members to engage in this program.

Session 6: IARU Membership

In 2013, Presidents asked Senior Officers to develop a proposal for expanding IARU membership by one or two universities from South America or Africa. A working group composed of Barry Halliwell (NUS), Loren Griffith (Oxford) and Astrid Gufler (UCPH) suggested criteria as a base for the Presidents' consideration and discussion (research-intensiveness, geographic diversification, potential to contribute to the alliance, and ability to participate fully). Based on the criteria, Senior Officers identified two possible candidates, Universidade de São Paulo (Brazil) and University of Cape Town (South Africa) and presented the rationales for both of them.

Sir Leszek Borysiewicz suggested not to define criteria, as they might be referred to by other institutions that meet them. There was consensus that IARU's strength is the strong level of trust, support and mutual respect between members. However, the reason for IARU's expansion is the geographical reach.

In a secret vote, Presidents decided to invite Universidade de São Paulo to consider joining IARU. Presidents further agreed on a moratorium of 7 years for any further expansion of membership.

Session 7: Setting the Tone: The Role of Leading Universities in Self-Policing University Values

Rob Quinn, founding Executive Director of the Scholars at Risk (SAR) network introduced the organization and his understanding of the role of leading universities in self-policing and protecting university values, such as access, accountability, academic freedom, autonomy and social responsibility.

Scholars at Risk is an international network of higher education institutions dedicated to protecting threatened scholars, preventing attacks on higher education communities and promoting academic freedom worldwide. Scholars at Risk undertakes activities on behalf of scholars under threat in their home country – such as those suffering prosecution on improper or false charges or wrongfully imprisoned – as well as against widespread threats to an entire faculty, university or system. The organization is based at New York University and counts more than 200 member universities from 30 countries.

The discussion focused mainly on international differences between ethical standards that might arise in international partnerships. President Eichler mentioned that ETH is working on developing ethical standards for international collaboration. Robert Quinn encouraged the Alliance and individual universities to raise value discussions on a regular basis within their international partnerships.

ANU, ETH, Berkeley, Cambridge and Oxford are already participating in the SAR network. Robert Quinn invited the other IARU members to join the network.

Session 8: Sustainability Activities

PKU has approached IARU universities with a proposal to establish a “Green Alliance of Universities for a Sustainable Future” (GAUSF) to promote green campus activities. The new alliance is planned to be launched by PKU together with other universities in fall 2014. An annual eco-forum is planned by PKU and the Guiyang local government. The alliance could influence many universities in China in

their effort to adopt practices addressing sustainability issues. PKU will consider presenting a proposal for discussion purposes at the 2014 Senior Officers' Meeting.

President Ralph Eichler drew attention to the International Sustainable Campus Network (ISCN) which comprises more universities than IARU and cautioned against having too many networks addressing the same issues.

8.1 Sustainable Campus Initiative

Dominik Brem, ETH's representative in the sustainability Campus Initiative, reported on behalf of the group about the ongoing activities:

- *Campus Sustainability Officers Workshop*: The group held its 5th meeting in March 2014 at UTokyo. All 10 universities actively participate in the network. The next meeting will take place in spring 2015 at ETH Zurich.
- *Website Update*: The group headed by ANU together with the IARU Secretariat have updated the entire campus sustainability content on the IARU website. The group has received USD 15,000 IARU funding for the update work.
- *CO₂ Benchmarking Report*: The original idea of a CO₂ benchmarking study had proved unrealistic given the many differences (climate, size and growth, data collection methodology etc.) between the partner universities. The current version of the IARU emission reduction report thus focuses on individual emission profiles, mitigation strategies and target settings, and provides snapshots of institutional performance with regards to carbon mitigation. All members reported positive progress in reducing emissions. The report will be published in May 2014.
- *Individual Campus Sustainability Progress Reports*: nine partner universities have provided short reports on their respective campus sustainability programs in 2013. The reports have been published on the IARU webpage.
- *Sustainability Fellowship exchange program*: 15 students from 9 institutions participated in another year of successful exchanges in 2013, completing high quality projects on a wide range of sustainability topics. All partners will participate in the 2014 exchange program. The program is well established and runs smoothly. The best student reports have been published on the IARU website.
- *"IARU – Green Universities Guide" (formerly "Green Paper")*: The guide will present hands-on recommendations by IARU universities for activities to make universities more sustainable. The publication will be ready for dissemination in summer 2014. All partner institutions have been closely involved in the process and contributed case studies. The guide will be circulated to partners and the IARU Secretariat for final approval before publication. An external company "Sustainia" has been hired to convert the guide into a professional and appealing publication. The Presidents approved the funding request of USD 15,000 for publication and marketing assistance. President Eichler reminded the group and partners that marketing efforts should be coordinated with the all partners' communications departments.
- *"Making Universities Sustainable" Conference*: The conference with workshops will be a side event of the Sustainability Science Congress 22–24 October 2014 in Copenhagen. It will focus on case studies from the "IARU – Green Universities Guide" and on the CO₂ Benchmark Paper. The conference is open to all experts engaged in campus sustainability matters.

The lead of the group will transfer to UCPH. Presidents thanked ANU for the efforts and commitment in the last 7 years. The leadership of ANU has significantly contributed to the activities and the reputation of IARU.

Presidents congratulated the group for the impressive work and the productive collaboration among all partner universities. The working group has regained momentum, demonstrated leadership on the sustainability issue and is one of the flagship activities of IARU.

8.2 Sustainability Science Congress 2014

The planning of the Congress is progressing well. Press coverage is in place. Over 300 applications and 200 abstracts have been received, however there was little response from some IARU universities.

Rector Hemmingsen asked each IARU partner to promote the Congress within their institutions and networks. All Presidents are invited to participate. IARU institutions have been granted an extended deadline for contributions. The conference is open to all institutions but IARU universities should be prominently present.

Funding is provided by UCPH (USD 280,000), IARU (USD 15,000), VILLUM Foundation (USD 428,000) and further sponsorship from private companies. Each university should fund their own delegates attending the Congress.

Presidents congratulated UCPH on the project. The Congress provides a platform for researchers to showcase their work in this area and for IARU to spread its name.

Session 9: Business Matters

9.1 IARU Chairperson and Secretariat 2015–2016

The current IARU Chair, President Ralph Eichler announced that all Presidents had given their support for electing Rector Ralf Hemmingsen (UCPH) as the next IARU Chairperson. Rector Hemmingsen will assume this position from 1 January 2015 until 31 December 2016.

The current IARU Secretariat at ETH will agree the details of the hand-over process with the new Secretariat. The final hand-over will take place after the Presidents' Meeting 2015 and before the start of the Global Summer Program 2015.

Presidents congratulated Rector Hemmingsen and thanked him for his willingness to take on this responsibility.

In the name of all IARU partners, President Tan thanked Chairman Ralph Eichler for his leadership and capacity to move the Alliance forward during his two years as Chair.

9.2 Financial Report

Anders Hagström (IARU Secretariat) reported that the balance at the end of 2013 stood at USD 260,000. In the initial years, the alliance had accumulated funds, but is now digging into the reserves. In previous meetings, USD 120,000 had already been approved for initiatives in 2014, although the annual budget available for activities is only USD 65,000. In addition, Presidents have approved new funding of USD 40,000 (publication of IARU Green Paper USD 15,000, Graduate Student Conference

USD 15,000, Workshop Global Transformation in IARU Members Strategies USD 10,000). The forecasted end-of year balance 2014 will thus be USD 168,000.

9.3 Presidents' Meeting 2015

The next Presidents' Meeting will be hosted by UTokyo on 2–3 March 2015. The official part of the meeting will start with a Welcome Dinner on Sunday, 1 March, and end with lunch on Tuesday, 3 March.

A proposed topic for broad discussion is student exchange/internationalization – a pressing issue especially in Japan. Presidents are invited to send further suggestions for topics to the IARU Secretariat.

Presidents accepted PKU's offer to host the Presidents' Meeting 2018 on the occasion of the 120th anniversary of Peking University.

Conclusion

IARU Chair Ralph Eichler thanked all participants for the constructive discussion and wished everyone safe travel home.

Presidents expressed their thanks to Ralph Eichler for his leadership of the Alliance and to the IARU Secretariat and ETH Zurich for organizing and hosting the meeting.