



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## **IARU Presidents' Meeting 2015**

**The University of Tokyo**

**2–3 March 2015**



## Contents

Meeting Agenda .....	3
Participants .....	7
Opening & Welcome .....	9
Session 1: Presidents' Regional Round-up .....	11
Session 2: Institutional Joint Working & Research .....	13
2.1 Aging, Longevity and Health .....	15
2.2 Alumni Associations Network / Alumni Forum 2015 .....	25
2.3 EdTech Horizons Workshop .....	31
2.4 Global Transformation in IARU Member Strategies .....	35
2.5 International Students Support Group .....	49
2.6 Librarians' Contact Group .....	65
2.7 PKU Medical City .....	67
2.8 Research Administrators' Network .....	75
2.9 Value of Research-Intensive Universities .....	81
2.10 Sustainable Campus Initiative .....	83
2.11 Sustainable Science Congress 2014 .....	95
2.12 Technology Transfer Network .....	99
2.13 Women and Men in Globalizing Universities .....	105
Session 3: International Administration in Globalizing Universities .....	111
Session 4: Future Directions of IARU .....	115
Session 5: Universalism and Regionalism in Globalizing Universities .....	129
Session 6: Global Education Initiatives .....	131
6.1 Global Summer Program (GSP) .....	133
6.2 Global Internship Program (GIP) .....	139
6.3 Global Cross Disciplinary Tournament (GXT) .....	143
Session 7: New Proposals .....	145
7.1 Consortium on Critical Theory .....	147
7.2 IARU Sports Initiative .....	153
7.3 Santander's Funding Proposal .....	161

7.4 Updates on proposals in preparation .....	163
Session 8: Update on IARU Membership .....	169
Session 9: Business Matters .....	171
9.1 Financial Report .....	173
9.2 Presidents' Meeting 2016 .....	177
Appendices .....	179
IARU Calendar .....	181
Confirmed Outcomes of Senior Officers' Meeting 2014 .....	183
Confirmed Outcomes of Presidents' Meeting 2014 .....	197
Participants' Biographies .....	211
IARU Principles .....	231

## IARU Presidents' Meeting – Agenda

### The University of Tokyo, 2–3 March 2015

#### Sunday, 1 March

- all-day **IARU World Alumni Forum** (optional)
- 08:50 *Pick-up from Hotel Chinzanso Tokyo for transfer by bus to Fukutake Learning Theater, the University of Tokyo*
- 09:30 Opening of IARU World Alumni Forum
- 09:50 Tradition and Innovation: Japanese architecture by Kengo Kuma
- 10:35 Japanese Political Economy: "Where will the Japanese Economy go?"
- 12:05 *Buffet lunch*
- 13:15 Visualizing Tokyo: Post-war history by Shunya Yoshimi
- 14:00 Japanese traditional and evolving culture: "Beyond Cool Japan"
- 15:30 *Refreshment break*
- 14:45 *Pick-up from Hotel Chinzanso Tokyo, transfer by bus to Fukutake Learning Theater, the University of Tokyo*
- 15:20 *Panelists briefing*
- 15:50 **Presidents Panel:** "Challenge for the Future"
- 17:20 *Transfer to Networking Reception*
- 17:45 **Networking Reception (Ito Hall)**
- 19:00 *Return by bus to Hotel Chinzanso Tokyo*
- 19:30 **Welcome Dinner** (IARU Presidents' Meeting delegates only)  
*Hotel Chinzanso Tokyo, Maple room*

#### Monday, 2 March

- 08:00 *Pick-up from Hotel Chinzanso Tokyo, transfer to Sanjo Conference Hall, the University of Tokyo*
- 09:00 **Opening**  
**Welcome Address** (Prof. Junichi Hamada, President, UTokyo)
- 09:10 **Session 1: Presidents' Regional Round-up**
- 10:50 *Refreshment break*
- 11:15 **Session 2: Institutional Joint Working & Research (I)**
- 2.1 Aging, Longevity and Health** (UCPH)
  - 2.2 Alumni Associations Network / Alumni Forum 2015** (UCPH/UTokyo)
  - 2.3 EdTech Horizons Workshop** (NUS)
  - 2.4 Global Transformation in IARU Member Strategies** (ETH Zurich)

- 2.5 **International Students Support Group** (Oxford)
- 2.6 **Librarians' Contact Group** (ETH Zurich)
- 2.7 **PKU Medical City** (PKU)
- 2.8 **Research Administrators' Network** (UCPH)
- 2.9 **Value of Research-Intensive Universities** (IARU Secretariat)

12:15 *Photo session*

12:30 *Lunch (Hibiya Matsumoto-ro, on campus)*

14:00 **Session 3: International Administration in Globalizing Universities**

- Introduction by Dr. Masako Egawa, Prof. Toshiko Ellis and Prof. Yujin Yaguchi, UTokyo
- Discussion

15:30 *Refreshment break*

15:50 **Session 2 continued: Institutional Joint Working & Research (II)**

- 2.10 **Sustainable Campus Initiative** (UCPH)
- 2.11 **Sustainable Science Congress 2014** (UCPH)
- 2.12 **Technology Transfer Network** (PKU/NUS)
- 2.13 **Women and Men in Globalizing Universities** (UTokyo)

16:40 **Session 4: Future Directions of IARU (I)**

17:30 *End of meeting day 1, transfer to Hotel Chinzanso Tokyo*

19:00 **Formal Dinner** (*Presidents dine separately*)  
*Hotel Chinzanso Tokyo, Kinsui*

## Tuesday, 3 March

08:00 *Pick-up from Hotel Chinzanso Tokyo, transfer to transfer to Sanjo Conference Hall, the University of Tokyo*

09:00 **Session 5: Universalism and Regionalism in Globalizing Universities**

- Presentation by Prof. Masashi Haneda, Vice-President, UTokyo
- Discussion

10:00 **Session 6: Global Education Initiatives**

- 6.1 **Global Summer Program (GSP)** (IARU Secretariat)
  - a) GSP 2014/2015
  - b) Santander Agreement
- 6.2 **Global Internship Program (GIP)** (IARU Secretariat)
- 6.3 **Global Cross Disciplinary Tournament (GXT)** (ANU/IARU Secretariat)

10:20 *Refreshment break*

- 10:50 **Session 7: New Proposals**  
**7.1 Consortium on Critical Theory** (PKU)  
**7.2 IARU Sports Initiative** (PKU)  
**7.3 Santander's Funding Proposal** (IARU Secretariat/NUS)  
**7.4 Updates on proposals in preparation**
- 11:25 **Session 8: Update on IARU Membership**
- 11:45 **Session 4 continued: Future Directions of IARU (II)**
- 12:00 **Session 9: Business Matters**  
**9.1 Financial Report** (IARU Secretariat)  
**9.2 Presidents' Meeting 2016** (Oxford / IARU Secretariat)  
**9.3 Wrap-up**
- 12:15 *End of meeting, lunch*
- 13:15 *Transfer to Hotel Chinzanso Tokyo*  
*or*  
**Tour to the Tokyo National Museum** (optional)  
*Return to Hotel Chinzanso Tokyo at approximately 15:30*



## Participants

### University of Copenhagen

Prof. Ralf HEMMINGSEN – *Rector, Chairman of IARU*  
Prof. Thomas BJØRNHOLM – *Prorector for Research and Innovation*  
Dr. Lykke FRIIS – *Prorector for Education*  
Mr. Steen ULRICH – *Director, Rector's Office*  
Ms. Astrid GUFLER – *Senior Consultant, Rector's Office*

### Australian National University

Prof. Ian YOUNG – *President and Vice-Chancellor*  
Dr. Erik LITHANDER – *Pro Vice-Chancellor, International & Outreach*  
Prof. Veronica TAYLOR – *Dean, College of Asia and the Pacific*

### ETH Zurich

Prof. Lino GUZZELLA – *President*  
Dr. Jürg BRUNNSCHWEILER – *Director ETH Global*

### National University of Singapore

Prof. TAN Chorh Chuan – *President*  
Prof. Barry HALLIWELL – *Deputy President, Research & Technology*  
Prof. Andrew WEE – *Vice President, University & Global Relations*  
Ms. Adeline ANG – *Senior Manager, Office of the Vice President (University & Global Relations)*

### Peking University

Prof. WANG Enge – *President*  
Prof. LI Chenjian – *Vice Provost, Professor and Associate Dean of School of Life Science*  
Dr. WANG Shan – *President, Peking University People's Hospital*  
Prof. CHEN Dongmin – *Director, Office of Science and Technology Development*  
Prof. ZHANG Xudong – *Director, International Center for Critical Theory*  
Dr. XIA Hongwei – *Director, Office of International Relations*  
Dr. ZHANG Chi – *Assistant President, Peking University International Hospital*  
Dr. LU Fuquan – *Associate Professor, Department of Physical Education*  
Ms. LI Yun – *Deputy Chief, Division for Exchange Programs, Office of International Relations*

### University of California, Berkeley

Dr. Nicholas B. DIRKS – *Chancellor*  
Prof. Scott BIDDY – *Vice Chancellor*  
Prof. Pradeep CHHIBBER – *Director, Institute of International Studies*

### University of Cambridge

Prof. Leszek BORYSIEWICZ – *Vice-Chancellor*  
Dr. Jennifer BARNES – *Pro-Vice-Chancellor (International)*

**University of Oxford**

Prof. Andrew HAMILTON – *Vice-Chancellor*  
Ms. Alison BEALE – *Director of Japan Office*

**The University of Tokyo**

Dr. Junichi HAMADA – *President*  
Prof. Makoto GONOKAMI – *President elect*  
Prof. Yoichiro MATSUMOTO – *Executive Vice President*  
Dr. Masako EGAWA – *Executive Vice President*  
Prof. Kiichi FUJIWARA – *Professor, Graduate Schools of Law and Politics*  
Mr. Kentaro SUGIURA – *General Manager, International Affairs Department*  
Mr. Tatsuya KUWAHARA – *Manager, International Affairs Department*

**Yale University**

Mr. Don FILER – *Executive Director, Office of International Affairs*

**IARU Secretariat**

Mr. Anders HAGSTRÖM – *IARU Secretariat*  
Ms. Romana RUTZ – *IARU Secretariat*  
Ms. Michela GAIFAMI – *Incoming IARU Secretariat*

**Host (The University of Tokyo)**

Ms. Midori OZAWA – *Assistant Manager, International Planning Group*  
Dr. James FEGAN – *Project Specialist, International Affairs Department*  
Mr. Taku ONOZATO – *Administrative Staff, International Affairs Department*  
Ms. Mayuko NAKAI – *Administrative Staff, International Affairs Department*













## 2.1 Aging, Longevity and Health (ALH)

<b>Lead</b>	University of Copenhagen
<b>Reporting</b>	Tina Gottlieb (UCPH)
<b>Executive summary</b>	<p>This document contains:</p> <p><b>Reports on the following ALH activities:</b></p> <ul style="list-style-type: none"> <li>▪ <b>ALH Steering Committee / ALH Graduate Student Conference</b> In June 2014, UCPH and the Center for Healthy Aging (CEHA) hosted the first ALH Steering Committee Meeting with representatives from 9 of the 10 IARU universities. The meeting focused on opportunities, such as summer schools, exchange programs and fellowships for PhDs and postdocs, and on how to catalyze research collaborations through conferences and meetings. It was decided to hold an ALH Graduate Student Conference on a biannual basis, rotating between IARU universities. The 3<sup>rd</sup> Graduate Student Conference is planned for 2016, to be hosted by the University of Tokyo. The next ALH Steering Committee Meeting is expected to take place in late August/beginning September 2015 in Copenhagen.</li> <li>▪ <b>Conferences</b> With financial support from the UCPH, CEHA as well as IARU funding (USD 15,000), three ALH conferences were successfully held in Copenhagen in 2014: <ol style="list-style-type: none"> <li>1. <i>Genome Dynamics in Neuroscience and Aging</i> (17–20 June)</li> <li>2. <i>Cultures of Health and Aging</i> (20–21 June)</li> <li>3. <i>2<sup>nd</sup> Graduate Student Conference</i> (21–22 June)</li> </ol> </li> <li>▪ <b>InnoLife: Major grant for an EIT Health KIC on “Healthy Living and Active Aging”</b> <i>InnoLife</i>, a consortium of 144 European companies, research institutes and universities, has been selected by the European Institute of Innovation and Technology (EIT) as the Knowledge and Innovation Community (KIC) for EIT Health. <i>InnoLife</i> is awarded approximately DKK 4–5 billion over 7–10 years. At UCPH, the Center for Healthy Aging (CEHA) will be a central player in <i>InnoLife</i>. Of special interest to IARU universities, the relationship between the University of Copenhagen and IARU is an acknowledged component of the KIC.</li> <li>▪ <b>iHAN – International Healthy Aging Network</b> The International Healthy Aging Network (iHAN) is part of IARU. The researchers in iHan collaborate to study molecular and cognitive biomarkers of healthy aging and age-related diseases.</li> <li>▪ <b>IARU Summer School on Healthy Aging</b> The 4<sup>th</sup> IARU Summer School on healthy aging took place within the IARU Global Summer Program (GSP).</li> </ul>

<b>Funding to date</b>	<ul style="list-style-type: none"> <li>▪ USD 15,000 for ALH Graduate Student Conference (2014)</li> <li>▪ USD 38,000 for Oxford project management salary (2009)</li> </ul>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b>  The ALH Steering Committee has been constituted with representatives of 9 partners. Its first meeting focused on student opportunities, such as summer schools, exchange programs and fellowships for PhDs and postdocs, and on how to catalyse research collaborations through conferences and meetings. IARU Chair Ralph Eichler thanked UCPH for successfully hosting the 3 IARU conferences in June 2014 in Copenhagen, which were all well organized and well attended.</p> <p><b>Presidents' Meeting, April 2014</b>  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".</p> <p>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.</p> <p>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.</p> <p>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.</p>

## Aging, Longevity and Health

### *InnoLife*: Major grant for an EIT Health KIC on Aging



Key persons from the *InnoLife* consortium after the presentation of the *InnoLife* project for the EIT Governing Board, Brussels on 9 December 2014. From left to right: Koenraad Debackere (Professor, KU Leuven, Belgium), Lucyna Wozniac (Prorector for Research, Medical University of Lodz, Poland), Ursula Redeker (Spokesperson for the Board, Roche, Germany), Ulla Wewer (Dean, Faculty of Health and Medical Sciences at University of Copenhagen, Denmark) and Elio Riboli (Director, School of Public Health at Imperial College London).

In early 2014, the European Institute of Innovation and Technology (EIT), based in Budapest, Hungary, launched a call for Knowledge and Innovation Communities (KICs), as part of the larger European Union (EU) initiative, Horizon 2020. The goal of the KIC initiative is to provide innovative solutions to societal problems through highly integrated, creative and excellence-driven partnerships among stakeholders in education, technology, research, business and entrepreneurship. KICs tackle the grand-challenges facing the EU, to ensure economic growth along with sustainable solutions into the 21<sup>st</sup> century.

More than 50 core partners (and their 90 associate organizations), including leading businesses, research centers and universities from nine EU countries, responded to the 2014 call for KICs, submitting a proposal for the project *InnoLife – Healthy living and active aging*. Early in December 2014, *InnoLife* was designated the winning KIC, to be called EIT Health, and was awarded approximately 4-5 billion DKK over 7-10 years. Partners in EIT Health *InnoLife* include University of Copenhagen, University of Oxford, Abbott Laboratories (Spain), National Institute of Health and Medical Research (Inserm, France), Philips Healthcare and Roche Diagnostics GmbH (key coordinating partner). The goal of *InnoLife* is to promote entrepreneurship and develop innovations in healthy living and active aging, providing the EU with new opportunities and resources. This will be achieved by delivering products, services and concepts designed to improve quality of life and contribute to the sustainability of healthcare across the EU. The partners represent the top tier in excellence in healthcare and research, and the outreach activities of EIT Health *InnoLife* are expected to spread throughout the EU.

At the University of Copenhagen, the Center for Healthy Aging (CEHA) will be a central player in the *InnoLife* project. Of special interest to IARU universities, the relationship between the University of

Copenhagen and IARU is an acknowledged component of the KIC, opening opportunities for new and strengthened collaboration between CEHA, UCPH, IARU and beyond within research and education.

More information on *InnoLife* and the EIT Health KIC is available at:

<http://eit.europa.eu/sites/default/files/EIT%20Health%20-%20Factsheet%202014.pdf>

## Empowering the ALH network: ALH Steering Committee – and three conferences

Last year, the University of Copenhagen and CEHA decided to empower the *Aging Longevity and Health* (ALH) network by establishing an ALH Steering Committee. The goal of the ALH Steering Committee is to facilitate greater engagement across IARU campuses and promote joint ALH activities and funding opportunities within IARU. The ALH Steering Committee members were appointed during the spring of 2014. The members of the ALH Steering Committee are:

- Prof. Kaarin Anstey, Australian National University, represented by Prof. Hal Kendig at the first meeting
- Prof. Michael Ristow, ETH Zurich, joined the Steering Committee after the first meeting
- Prof. Barry Halliwell, National University of Singapore
- Prof. Xiaoying Zheng, Peking University
- Prof. William Satariano, University of California, Berkeley, represented by Prof. Andrew Scharlach at the first meeting
- Dr Louise Lafortune, University of Cambridge
- Prof. Lene Juel Rasmussen, University of Copenhagen (CEHA; Chair)
- Prof. Sarah Harper, University of Oxford, represented by Dr. Kenneth Howse at the first meeting
- Prof. Junichiro Okata, the University of Tokyo, represented by Prof. Hiroko Akiyama at the first meeting

## ALH Steering Committee Meeting

In June 2014, the University of Copenhagen and CEHA hosted the first *Aging, Longevity and Health* (ALH) Steering Committee meeting in connection with two IARU ALH conferences and the 2<sup>nd</sup> IARU Graduate Student Conference. The three conferences are described in greater detail below.

At the first ALH Steering Committee meeting, the Committee agreed on Terms of Reference, outlined future actions and established their "mission statement" as follows:

### **Mission statement:**

*To facilitate exchange of ideas and collaborative interdisciplinary research projects on human aging among IARU ALH researchers at IARU member universities*

Prof. Lene Juel Rasmussen, CEHA, University of Copenhagen, was elected to a 2-year term as Chair of the ALH Steering Committee (June 2014 through May 2016).

### Biennial IARU ALH Graduate Student Conference

At its first meeting in June 2014, CEHA/UCPH proposed, and the ALH Steering Committee endorsed, the idea of a biennial *IARU ALH Graduate Student Conference*. It was agreed that the location of the Graduate Student conference would be chosen by mutual agreement, rotating among IARU member universities, or alternatively, the conference time and location would be coordinated with an aging research-related conference or workshop of interest to ALH students and mentors. The 3<sup>rd</sup> Graduate Student Conference is planned for 2016, to be hosted by the University of Tokyo.

### IARU ALH PostDoctoral Exchange and PhD Fellowship Program

ALH Steering Committee members also discussed the idea of PhD exchange and fellowship programs. Reciprocal degree arrangements were deemed too difficult to manage and implement, due to different requirements and educational procedures across campuses. However, ALH Steering Committee members were enthusiastic about establishing short-term reciprocal exchange programs/fellowships, especially for post-graduate and postdoctoral trainees, in the context of collaborative research projects. Exchanges should be 'research-driven', and the exchange program would only support interdisciplinary studies relevant to human aging or aging-related disease and dysfunction. The feasibility of such exchanges was thought to be high, with few administrative concerns or hindrances; as such, the idea received strong support from the ALH Steering Committee.

To promote the program, an inaugural intra-IARU PhD exchange was offered by Prof. Lene Juel Rasmussen on behalf of CEHA/University of Copenhagen, to be given to a qualified PhD student at one of the other 9 IARU ALH member institutions, if it were to be reciprocated by the accepting partner university (i.e. the partner university should agree to offer a PhD fellowship to a qualified student at UCPH). This inaugural intra-IARU PhD exchange would be implemented if/when a partner university affirms the mutual commitment.

### Next ALH Steering Committee Meeting

The 2<sup>nd</sup> meeting of the IARU ALH Steering Committee will be hosted in Copenhagen in late August, beginning September 2015.

### IARU Conferences 2014 in Copenhagen

As mentioned above the University of Copenhagen, CEHA and IARU sponsored two IARU-ALH conferences on Aging and the 2<sup>nd</sup> IARU Graduate Student Conference in Copenhagen in June 2014.

As noted at these conferences, it is not surprising, in light of the ongoing rapid increase in the mean age of human populations, that the mechanism(s) of human aging is a "hot topic", being investigated in many diverse studies in research institutions worldwide. CEHA at the University of Copenhagen is heavily engaged in aging research, some of which involves collaborations with its IARU partner universities.

Leading-edge aging research must leverage expertise from many distinct disciplines and seeks to fulfill the following goals: 1) to address the implications of population aging within social, cultural, psychological, economic, political and public health contexts; 2) to define and understand the molecular biological and physiological bases of human aging; and 3) to identify factors that protect or promote aging-related disease and dysfunction.

These issues were discussed, and nearly 70 lectures and 10 posters were presented, at two IARU conferences in Copenhagen:

- Cultures of Health and Aging (CHA), 20–21 June 2014
- Genome Dynamics in Neuroscience and Aging 5 (GDN5), 17–20 June 2014

CHA focused on population aging and the challenges it presents to human society. It included a session entitled *Aging in a National and International Perspective*, where researchers from seven IARU universities provided country-specific perspective on aging issues (ANU, NUS, PKU, Berkeley, UCPH, Oxford and UTokyo).

GDN5 focused on the genetic and biomolecular mechanisms of genome instability and neurodegenerative disease in the context of human aging.

The conferences were attended by expert researchers from IARU and non-IARU universities and were both organized by CEHA, University of Copenhagen. GDN5 was co-organized by CEHA and the GDN organizing committee.

A commentary article on CHA will be published in the March 2015 issue of *Age and Aging* available online as of 1 December 2014:

<http://ageing.oxfordjournals.org/content/early/2014/12/01/ageing.afu189.full.pdf>

A summary of key points and emerging issues from CHA and GDN5 and both conference programs can be accessed online at <http://healthyaging.ku.dk/activities/iaru-congress-2014/>.

### IARU Graduate Student Conference

The 2<sup>nd</sup> IARU ALH Graduate Student Conference was also held in Copenhagen, immediately following the CHA conference:

- Aging Research and Scientific Careers, 21–22 June 2014

Twenty-one students from IARU partner universities participated and networked during the conference. The conference program also included a full day visit to the *Euroscience Open Forum 2014 – Science Building Bridges*, which gave students an opportunity to participate in Career Track for Young scientist events (<http://esof2014.org/>).

### Photos of participants in IARU conferences near CPH



1) GDN5 participants (June 2014, Marienlyst, DK)



2) CHA participants (June 2014, Copenhagen, DK)



Participants: IARU Graduate Student Conference Aging Research and Scientific Careers, Copenhagen, June 2014

### IARU Summer School on Aging

CEHA hosted the 4<sup>th</sup> interdisciplinary Summer School on *Interdisciplinary Aspects of Healthy Aging*, 2–21 July 2014 at UCPH, Copenhagen.

The aim of the Summer School is to give students an opportunity to learn and use research methods from other disciplines, and to develop new projects with guidance from Summer School teachers. CEHA Associate Professor Ying Liu has developed and implemented the Scientific Programs. Prof. George Leeson, University of Oxford, a visiting scientist at CEHA, gave lectures to students at the 2014 Summer School.



Summer school student speaks intensely with a resident of Søndervang

Summer School participants included students from ANU, NUS, PKU, Oxford, UCPH, UTokyo, Yale, Universidad de Federal de São Carlos, Brazil, and the University of Tohoku, Japan.

As a new initiative, the students visited the home care facility *Søndervang* in Copenhagen, in order to gain insight into the lives of older people in Denmark. During the visit, the students had opportunities to interact one-on-one with the residents of *Søndervang*. Both students and residents reported that this interaction was valuable and mutually beneficial.

### **iHAN – International Healthy Aging Network**

The International Healthy Aging Network (iHAN) is part of IARU. The researchers in iHAN collaborate to study molecular and cognitive biomarkers of healthy aging and age-related diseases, including type 2 diabetes and Alzheimer's disease. iHAN members include researchers from University of Melbourne, Australia National University, Queensland University, Yale, Johns Hopkins University, University of California, Berkeley, McGill, University of Oslo, University of Aarhus, and University of Copenhagen.

#### **Seminars, Meetings, Symposia**

In February 2014, iHAN hosted a seminar entitled *Beyond the Amyloid Cascade* arranged by Professor Albert Gjedde at John Hopkins University. The network also hosted a mini-symposium in July 2014 entitled *Alzheimer's disease: mechanisms, diagnosis and prognosis*, at the BRAINlab of the University of Copenhagen.

Professors Albert Gjedde, Ron Kupers and Maurice Ptito (University of Copenhagen), met with Professor Robin Alexander, Dr. Charles Rupprecht, and Professor Arve Lee Willingham at Ross University School of Veterinary Medicine, on the island of St. Kitts, in May 2014. The goal of this meeting was to establish a collaborative project using positron emission tomography (PET) technology. This project will support future research on aging in non-human primates using PET technology.

Drs. Anders Rodell and Michael Gejl represented iHAN at the Symposium of the Australian Society for Molecular Imaging at the Center for Advanced Imaging in Brisbane, Australia, in July 2014.

#### **Knowledge Exchange Between iHAN Universities**

In February 2014, Professors Maurice Ptito and Ron Kupers of the University of Copenhagen visited the laboratory of Professor Fahmeed Hyder at Yale University, to strengthen their collaboration and to explore their mutual interest in specific magnetic resonance technology. The goal is to facilitate transfer of expertise in this technology from QNMR Core Center at Yale to the Panum NMR Center at the University of Copenhagen. Fahmeed Hyder (Yale University) also visited the BRAINlab and CEHA (UCPH) in July and October 2014. A wide range of MRI and Magnetic Resonance Spectroscopy (MRS) methods were used successfully during these visits, and the feasibility of performing *in vivo* (rat brain) and *ex vivo* (Guinea pig brain, primate brain) studies with this technology was demonstrated. (See *Figure 1* for representative images collected during these collaborative visits.)

In 2014, Professor William Jagust hosted Adjmal Nahimi (MD) at the University of California, Berkeley, and Drs Anders Rodell and Michael Gejl were hosted by Professor David Reutens at the Center of Advanced Imaging at the University of Queensland, Brisbane.

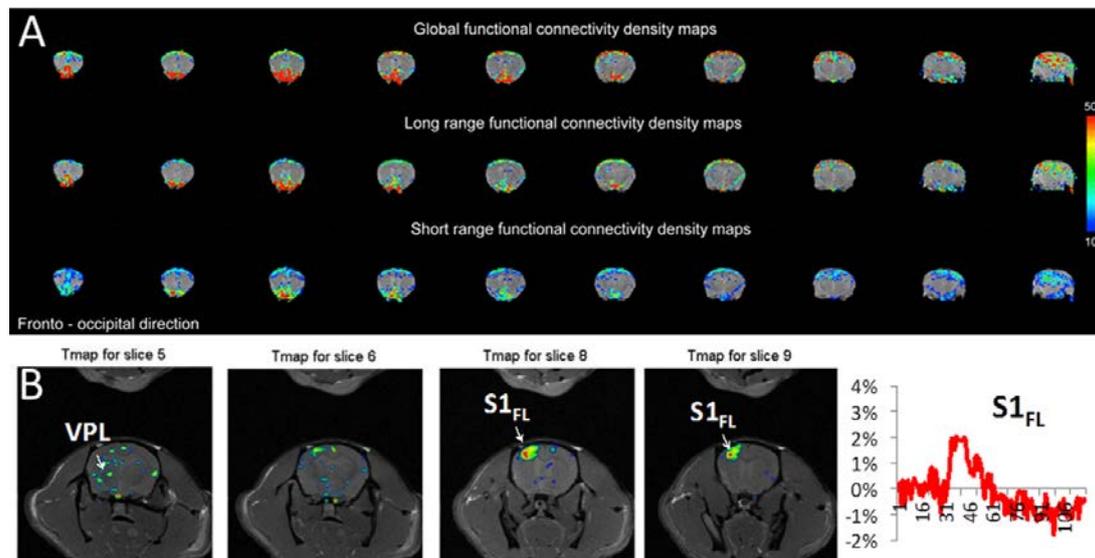


Figure 1: a) Example of resting-state and task-evoked fMRI. b) Forepaw stimulated fMRI analysis. Forepaw stimulation (2 mA, 9 Hz, 0.3 ms) for 30 s revealed BOLD signal increases in S1FL (somatosensory forelimb) and VPL (ventral posterior lateral part of the thalamus) across several slices. BOLD time course of S1FL. BOLD scale % change. Source: BGratoc22 Exp #22. Acquired during visit of iHAN member Fahmeed Hyder to BRAINlab at Panum Institute in October 2014.

### Publications of the Danish arm of iHAN in 2014

1. Andalib S, Vafae MS, Gjedde A. Parkinson's disease and mitochondrial gene variations: A review. *J Neurol Sci.* 2014 Aug 7. pii: S0022-510X(14)00513-9. doi: 10.1016/j.jns.2014.07.067. [Epub ahead of print] Review. PubMed PMID: 25151610.
2. Darusman HS, Kalliokoski O, Sajuthi D, Schapiro SJ, Gjedde A, Hau J. The success rate in a complicated spatial memory test is determined by age, sex, life history and search strategies in cynomolgus monkeys. *In Vivo.* 2014 Sep-Oct;28(5):741-50. PubMed PMID: 25189885.
3. Darusman HS, Pandelaki J, Mulyadi R, Sajuthi D, Putri IA, Kalliokoski OH, Call J, Abelson KS, Schapiro SJ, Gjedde A, Hau J. Poor memory performance in aged cynomolgus monkeys with hippocampal atrophy, depletion of amyloid beta 1-42 and accumulation of tau proteins in cerebrospinal fluid. *In Vivo.* 2014 Mar-Apr;28(2):173-84. PubMed PMID: 24632970.
4. Gjedde A. Positron emission tomography of brain glucose metabolism with [18F]fluoro-deoxyglucose in humans. In "Brain Energy Metabolism", *NeuroMethods*, 2014. Vol. 90, chapter 14. p341-364. Springer Protocols.
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## 2.2 Alumni Associations Network

<b>Lead</b>	University of Copenhagen, The University of Tokyo
<b>Reporting</b>	<ul style="list-style-type: none"> <li>- Tania Schwartz, Director of Alumni Relations &amp; Outreach, University of Copenhagen</li> <li>- Dr. Masako Egawa, Executive Vice President, The University of Tokyo</li> <li>- Mr. Hisaya (Charlie) Shimada, Director of the Alumni Office, The University of Tokyo</li> </ul>
<b>Executive summary</b>	<p>The 6<sup>th</sup> Alumni Associations' Summit was held at the University of Copenhagen from 5–8 October 2014. The overall theme was <i>Measuring Alumni Engagement and Supporting the University's Core Values at Home and Abroad</i>. Alumni Directors from 7 of the 10 IARU universities attended.</p> <p>The first IARU World Alumni Forum will take place on 1 March 2015, hosted by the University of Tokyo. In addition to keynote speeches and a series of panel discussions with renowned personalities from academia, industry and politics, there will be a panel discussion with 8 out of 10 IARU Presidents, followed by a networking session.</p> <p>The IARU World Alumni Forum will be evaluated at the next Alumni Associations' Summit to be held in October at ANU. Another tentative theme of the meeting will be <i>Global Careers of Alumni</i> addressing possibilities and challenges for alumni and students in the globalized job market.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Report</b> on the activities of the Alumni Associations Network including the Alumni Associations' Summits and the IARU World Alumni Forum</li> </ul>
<b>Funding to date</b>	USD 12,705: Alumni Associations Summit, October 2010
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b></p> <p>The 6<sup>th</sup> Alumni Associations' Summit was held in October 2014 in Copenhagen. Alumni directors confirmed that they value these summits for benchmarking and inspiration. The summit was concluded by a networking reception with 90 alumni from 7 partner universities.</p> <p>Kiichi Fujiwara updated the Senior Officers on the first IARU World Alumni Forum to be held on 1 March 2015 prior to the Presidents' Meeting in Tokyo. There will be several workshops and keynote speeches on the forum's theme "Economics, Culture and Innovation: Lessons from Japan" with one of the best-known architects of Japan and leading people from the business sector. A panel discussion with IARU Presidents and a joint networking reception will also be part of the forum. IARU Chair Ralph Eichler welcomed the idea of IARU alumni getting to know each other and stressed the added value of such alumni receptions to the Presidents' Meetings.</p>

**Presidents' Meeting, April 2014**

The 5<sup>th</sup> 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 3<sup>rd</sup> Universia International Rectors Meeting in Rio de Janeiro in July 2014.

## Alumni Associations Network

The 6<sup>th</sup> Alumni Associations' Summit was held at the University of Copenhagen on 5–8 October 2014. The overall theme was *Measuring Alumni Engagement and Supporting the University's Core Values at Home and Abroad*. Alumni Directors from 7 of the 10 IARU universities attended.

The 7<sup>th</sup> Alumni Associations' Summit will be hosted by the Australian National University on 25–29 October 2015. The tentative theme is *Global Careers of Alumni* and it will address possibilities and challenges for alumni and students in the globalized job market.

The IARU Alumni Associations' Network is planning a new activity, IARU World Alumni Forum on 1 March 2015. It is a pilot event and will take place in conjunction with the Presidents' Meeting at the University of Tokyo. The World Alumni Forum is a joint collaboration between the 10 alumni associations in the IARU network in order to focus on more international co-operation between the associations.

The event is hosted by the University of Tokyo and is the first global forum for alumni from the IARU universities. The main theme is *Economics, Culture and Innovation: Lessons from Japan*. The finalized forum program is available at: [http://www.alumni.u-tokyo.ac.jp/iaru\\_world\\_alumni\\_forum](http://www.alumni.u-tokyo.ac.jp/iaru_world_alumni_forum).

A panel discussion with the 9 attending presidents, followed by a networking reception, will conclude the event.

The World Alumni Forum will be evaluated by the Alumni Directors at the next Alumni Associations' Summit at ANU where future models for further collaborations and joint projects will also be discussed.

*For further information about the background, the program and keynote speakers, please see Appendix 1, supplied by Mr. Hisaya (Charlie) Shimada, Director of the Alumni Office, The University of Tokyo.*

## Appendix 1 – IARU World Alumni Forum 2015

Sponsored by IARU Alumni Associations' Network, hosted by the University of Tokyo

In April 2014, IARU Alumni Relations Directors presented a proposal at the IARU Presidents' Meeting to pilot the "IARU World Alumni Forum" to coincide with the 2015 IARU Presidents' Meeting. It was approved by the Presidents and the concept will be tested in Tokyo on 1 March 2015.

The Forum will increase the importance and visibility of the IARU university alliance, setting the broader goal to create an occasion for alumni from all of our institutions to network and gain insights from our institutions and each other. Holding it to coincide with the IARU Presidents' Meeting will enhance value of the forum by allowing alumni to reconnect with the President.

### The specific goals of the World Alumni Forum are:

1. Bring together thought leaders in a specific topic area
2. Engage greater numbers of IARU alumni, raising greater awareness of alumni programs
3. Offer the extensive educational resources of participating IARU institutions to alumni
4. Afford alumni opportunities for professional networking
5. Identify alumni not currently connected with our individual universities
6. Provide an occasion for IARU Presidents to meet and collectively address their alumni

The target audience for this forum is alumni of IARU universities as well as researchers and academics, with a target number of participants of 180–200.

### Theme and Program

The theme of the forum is *Economics, Culture and Innovation: Lessons from JAPAN* including aspects such as political economy, tradition and culture and the innovation they generate etc., featuring presentations and panels by industry leaders who are faculty and alumni of the IARU member universities. A panel discussion with the presenting Presidents of IARU member universities will be the concluding session followed by a networking reception. In addition, an optional offsite Tokyo tour is offered through which participants can experience Japan in conjunction with the presentations made during the forum.

Purpose	To highlight the strengths of IARU and provide IARU alumni with insights into Japan from various perspectives ranging from political economy, history, culture to architecture, and to offer networking opportunities
Where	Fukutake Learning Theater in the University of Tokyo, Japan
When	Sunday, March 1 <sup>st</sup> , 2015, <b>to coincide with the annual meeting of the IARU Presidents.</b> Optional tour of Tokyo is conducted on February 28 <sup>th</sup> .
Who	IARU alumni, faculty and researchers are invited to be the speakers. The conference is designed for an alumni audience.
Hosts	Alumni Relations Directors at IARU institutions led by the University of Tokyo
Cost	Covered by the admission fees of the participants and donations from some of the IARU member universities' alumni associations

**Forum: "Economics, Culture and Innovation: Lessons from Japan" / Sun., March 1, 2015**

@ Fukutake Learning Theater

Start	Session Type	Agenda	Who
09:30	Opening	Opening remarks & introduction	
09:50	Keynote #1	Tradition and Innovation: Japanese architecture	Kengo Kuma/UTokyo
10:35	Panel discussion #	Japanese political economy – <i>Where will the Japanese economy go?</i>	Kiichi Fujiwara/UTokyo Robert Feldman/Yale Yoriko Kawaguchi/UTokyo & Yale Veronica L. Taylor/ANU Gen Isayama/UTokyo
12:05	<i>Lunch</i>	@ Foyer of Fukutake Learning Theater	
13:15	Keynote #2	Visualizing Tokyo: post-war history	Shunya Yoshimi
14:00	Panel discussion #2	Japanese traditional and evolving culture – <i>Beyond Cool Japan</i>	Takaaki Umezawa/UTokyo Seiichi Kondo/UTokyo/Oxford Lim Beng Choo/NUS Kinya Tagawa/UTokyo
15:30	<i>Coffee Break</i>		
15:50	Panel discussion #3	Presidents Panel Discussion – <i>Challenge for the future</i>	ANU, ETH, NUS, PKU, Berkeley, Cambridge, UCPH, Oxford, UTokyo
17:05	Closing session		
17:20	Break & move		
17:45	Networking Reception	Alumni networking reception with IARU Presidents @ <i>Event Space, Ito International Research Center</i>	

**Off-site Tokyo Tour "Discover Unknown Tokyo" (optional) / Sat., February 28<sup>th</sup>, 2015**

Start	Session	Agenda
08:30	Assembly	
09:00	Visit Toraya	Japanese confectionery (wagashi) company
11:00	Sushi experience/lunch	Learn how to make it and take it as lunch
14:30	Visit JR East	Visit Tokyo station to learn Shinkansen and its cleaning angels
16:30	Akihabara tour	Short Akihabara tour guided by experts of UTokyo
18:30	Japanese dinner	"Taste of Tokyo" at Japanese Restaurant in Nihon-bashi
21:30	<i>End</i>	

Website: [http://www.alumni.u-tokyo.ac.jp/iaru\\_world\\_alumni\\_forum/](http://www.alumni.u-tokyo.ac.jp/iaru_world_alumni_forum/)



## 2.3 EdTech Horizons Workshop

<b>Lead</b>	National University of Singapore
<b>Reporting</b>	Prof. Lakshminarayanan Samavedham, Director, CDTL (NUS) Mr. Ravi Chandran, Director, CIT (NUS)
<b>Executive summary</b>	<p>The objectives of the inaugural IARU EdTech Horizons Workshop, held at NUS, was to provide IARU members opportunities to discuss trends, opportunities, challenges and potential collaboration initiatives in using technology for teaching and promoting student learning. The presentations can be found online on <a href="http://iaru.cit.nus.edu.sg">http://iaru.cit.nus.edu.sg</a>.</p> <p>The group suggested to hold such workshops annually or biannually and to explore the idea of offering joint courses among IARU institutions through Distributed Open Collaborative Courses (DOCCs). Support may be sought from IARU to fund interested faculty who are keen to contribute to the 3-day immersive summer workshop organized by Yale in 2015.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Report</b> on the outcomes of the first EdTech Horizons Workshop</li> </ul>
<b>Funding to date</b>	Up to USD 15,000: EdTech Horizons Workshop, November 2014
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b> At the first EdTech Horizons Workshop, which was running in parallel to the Senior Officers' Meeting at NUS, the delegates from 7 partner universities and 3 guest speakers discussed trends, opportunities and challenges IARU members are experiencing in supporting technology-enabled education. The aim of the workshop was to identify collaborative projects in technology-enabled education, initiate a mapping of educational technology used by partners and to set up an IARU EdTech Wiki site.</p> <p><b>Presidents' Meeting, April 2014</b> 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.</p>

## Update on the IARU EdTech Horizons Workshop

13–14 November 2014, National University of Singapore

### Participants

The following IARU members attended and presented at this workshop:

University	Name	Presentation
ETH Zurich	<ul style="list-style-type: none"> <li>Dr. Konrad Osterwalder Director of Educational Development and Technology (LET)</li> </ul>	<ul style="list-style-type: none"> <li>EduApps and Online Exams at ETH Zurich</li> </ul>
NUS	<ul style="list-style-type: none"> <li>Associate Professor Chng Huang Hoon Associate Provost, Office of the Provost</li> <li>Prof. Lakshminarayanan Samavedham Director, Centre for Development of Teaching and Learning</li> </ul>	<ul style="list-style-type: none"> <li>Developing a Technology-enhanced Education culture at NUS</li> <li>Opening address and expected outcomes from this workshop</li> </ul>
PKU	<ul style="list-style-type: none"> <li>Associate Professor Bi Minghui Vice Director, Office for Students' Affairs; Department of Musicology</li> </ul>	<ul style="list-style-type: none"> <li>A Creative Course Grows Up, Reminiscences on Peking University's MOOC, The Western Music in the 20<sup>th</sup> Century</li> </ul>
Berkeley	<ul style="list-style-type: none"> <li>Dr. Scott Shireman Chief Operating Officer (COO), Berkeley Resource Center for Online Education</li> </ul>	<ul style="list-style-type: none"> <li>UC Berkeley's Perspective on Online Education</li> </ul>
UCPH	<ul style="list-style-type: none"> <li>Associate Professor Helle Overgaard Larsen E-Learning Coordinator, Department of Food and Resource Economics</li> </ul>	<ul style="list-style-type: none"> <li>Using educational technology to meet pedagogical challenges – Student performance &amp; satisfaction in online courses</li> </ul>
Yale	<ul style="list-style-type: none"> <li>Professor Laura Wexler American Studies and Women's, Gender &amp; Sexuality Studies, Director, The Photographic Memory Workshop</li> <li>Dr. Alexandra Jeanne Juhasz Director, Munroe Center for Social Inquiry, Media Studies, Pitzer College</li> </ul>	<ul style="list-style-type: none"> <li>DOCC - Distributed Open Collaborative Course, as a new pedagogical model of technology-enhanced teaching and learning, <a href="http://femtechnet.newschool.edu/docc2013">http://femtechnet.newschool.edu/docc2013</a></li> </ul>
Yale-NUS	<ul style="list-style-type: none"> <li>Dr. Bryan Penprase Visiting Professor of Science, Yale-NUS College, Singapore, Former co-Director, LACOL</li> </ul>	<ul style="list-style-type: none"> <li>Online Learning at Liberal Arts Colleges</li> </ul>

The following guest speakers presented on educational trends and pedagogical initiatives:

University	Name	Presentation
Duke University	<ul style="list-style-type: none"> <li>Dr. Lynne O'Brien Associate Vice Provost, Digital and Online Education Initiatives, Duke Centre for Instructional Technology</li> </ul>	<ul style="list-style-type: none"> <li>Current and future trends in education technology and how they help address pedagogical challenges.</li> </ul>
University of Wolverhampton	<ul style="list-style-type: none"> <li>Professor John Traxler Professor of Mobile Learning</li> </ul>	<ul style="list-style-type: none"> <li>What can Mobile Technology do to Transform Learning at Universities?</li> </ul>

The University of Sydney	<ul style="list-style-type: none"> <li>▪ Dr. Abelardo Pardo Lecturer, School of Electrical and Information Engineering</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analytics for decision making in Learning Environments</li> </ul>
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### EdTech Horizons Workshop Outcomes

At the end of the two-day deliberations, the attendees, agreed that:

1. Having similar IARU EdTech Horizon Workshops annually or on a biennial basis will build on the momentum gained at this inaugural event. It is also possible to share experiences gained through educational technology innovations and implementations at IARU through an online platform.
2.
  - a) It may be a good idea to explore the Distributed Open Collaborative Course (DOCC) model by offering joint courses among IARU institutions. There was interest in leveraging on Yale's DOCC model by developing an IARU DOCC on faculty development, for example. Such an effort will also spawn education research enriched by learning analytics.
  - b) The DOCC can be used as a means of collaborating, sharing resources and information among IARU members.
  - c) Support may be sought from IARU to fund and support interested faculty (who are keen on developing and learning more on how to build a DOCC) to the 3-day immersive summer workshop organized by Yale in 2015.
3. Creating a repository of open source development software and services can benefit IARU.

The EdTech Horizons Workshop organizing committee wishes to thank IARU for facilitating this workshop. All delegates and guest speakers found this workshop timely and useful.



## 2.4 Global Transformation in IARU Member Strategies

<b>Lead</b>	ETH Zurich
<b>Reporting</b>	Dr. Barbara Becker (ETH Zurich)
<b>Executive summary</b>	<p>The purpose of the Global Transformation initiative is to understand how IARU institutions engage with developing countries or emerging economies. A first workshop will take place on 3–5 May at ETH Zurich with the participation of 9 IARU universities. The aim will be to share and discuss the partners' experiences in engaging with emerging and developing countries at the institutional level. A possible outcome could be the development of a set of guidelines to serve the IARU community.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Status report</b> on the Global Transformation initiative including an “ideas paper” and the survey questionnaire of the mapping exercise</li> </ul>
<b>Funding to date</b>	<i>Up to USD 10,000 for the inaugural workshop 2015</i>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b> The project coordinator at ETH, Dr. Barbara Becker, has conducted a series of targeted interviews with representatives of NUS and a literature review to frame the questions of the intended mapping of current institutional approaches and arrangements of IARU members in relations with emerging and developing countries. She will contact the network in Q4 of 2014 to find a date for the first meeting to be held in spring 2015 at ETH.</p> <p>Senior Officers confirmed that there is solid support among partners for the working group but stated that they are still uncertain about the focus of the group and thus have not yet decided who the right person(s) in their institutions would be to participate in the group. They requested that the date-finding invitation contain an “idea paper” to help them communicate to potential participants what to expect.</p> <p><b>Presidents' Meeting, April 2014</b> 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.</p> <p>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.</p>

## Global Transformation in IARU Member Strategies

### Progress Update

The IARU Global Transformation initiative is set up with the purpose of understanding how IARU institutions engage with developing countries or emerging economies (also known as the “Global South”). The scope of this initiative covers research and education, such as individual or institutional research collaborations, country-specific programs, educational programs, capacity building or student exchange. An “ideas paper” has been circulated to all IARU Key Contacts (see Annex 1).

The expected outcome of the IARU initiative is to share and discuss our experiences on engaging with emerging and developing countries at the institutional level, identify best practices and areas where we can work together, and perhaps build a set of guidelines to serve the IARU community. Depending on where interest areas overlap, this network can seek to delve deeper into related topics and continue as a more permanent working group.

The first workshop will be held on 3–5 May 2015 in Zurich. There will also be a guest speaker session by Dr Jon-Andri Lys, Executive Secretary, Swiss Commission for Research Partnerships with Developing Countries (KFPE) speaking on the topic of “Principles in trans-boundary and intercultural research partnerships” (tbc).

### IARU Representatives

The following individuals have been nominated as representatives in this initiative and workshop participants:

University	Name	Function
ANU	Elise KLEIN	Post Doctorate Fellow, Centre for Aboriginal Economic Policy Research ( <a href="#">bio</a> )
ETH Zurich	Barbara BECKER	Director for Global Transformation Affairs, ETH Global ( <a href="#">bio</a> )
NUS	Adeline ANG	Senior Manager (China & IARU), University & Global Relations
PKU	MA Wanhua	Professor, Dept of Education & Human Development Director, Centre for International Higher Education The Graduate School of Education
Berkeley	Khatharya UM	Associate Professor Ethnic Studies Department, Asian American Studies ( <a href="#">bio</a> )
Cambridge	Toby WILKINSON	Head, International Strategy Office ( <a href="#">bio</a> )
UCPH	Jane LYDIKSEN	Project Coordinator, Emerging Markets ( <a href="#">bio</a> )
	Helle SAMUELSEN	Head, Department of Anthropology ( <a href="#">bio</a> )
Oxford	Ed NASH	Strategy Officer (East & Southeast Asia) ( <a href="#">bio</a> )
UTokyo	Kiichi FUJIWARA	Professor, Graduate Schools for Law and Politics, Policy Alternative Research Institute ( <a href="#">bio</a> )
	Itsuo NAKANO	Project Specialist, International Affairs Department( <a href="#">bio</a> )

From interactions with IARU colleagues representatives, we already identified several examples of relevant activities being done at IARU institutions, including:

- University of Copenhagen's *Striving for a Better World (2012–2015)*: A strategy document for research, education, and institutional Capacity Strengthening in relations to developing countries
- Oxford and Burma: A university-wide effort to create a range of projects to support the redevelopment of Burmese education
- Yale's and Cambridge's respective efforts in Africa, to develop partnerships with African institutions for the region's long term growth
- ETH Zurich's *Research for Development (R4D)*, which manages third-party-funded research programs related to developing and transition countries.

### Survey and Mapping Exercise

The next steps will be to complete the survey and mapping exercise sent out in mid-February. The survey has questions related to which emerging economy and developing countries IARU universities are active in, as well as types of activities, opportunities and challenges that were encountered. Results of the survey and mapping exercise will be presented at the Senior Officers' Meeting in October 2015.

The survey questionnaire is documented as Annex 2.

### Tentative Program Schedule

Sunday, 3 May 2015 (Travel day)	
afternoon	<i>Individual appointments (optional, on request)</i>
18:30	Pick-up at hotel <i>Walk to restaurant</i>
19:00	Dinner

Monday, 4 May 2015	
08:30 – 09:00	<i>Registration and Coffee</i>
09:00 – 09:15	<b>Welcome Address</b> Representative of Executive Board, ETH Zurich
09:15 – 09:30	<b>Opening and introduction to the workshop</b> Dr. Barbara Becker Director Global Transformation Affairs, ETH Global, ETH Zurich
09:30 – 11:30 Cum <i>Coffee Break</i>	<b>IARU member presentations “Marketplace”</b> Sharing among IARU members on their approaches to relations with developing and transition countries  2min pitches, followed by walking to member posters

	<p><b>1<sup>st</sup> turn (25min)</b></p> <ul style="list-style-type: none"> <li>- Australian National University</li> <li>- National University of Singapore</li> <li>- Peking University</li> </ul> <p><b>2<sup>nd</sup> turn (25min)</b></p> <p>University of California, Berkeley</p> <ul style="list-style-type: none"> <li>- University of Cambridge</li> <li>- University of Copenhagen</li> </ul> <p><b>3<sup>rd</sup> turn (30min)</b></p> <ul style="list-style-type: none"> <li>- University of Oxford</li> <li>- The University of Tokyo</li> <li>- Yale University</li> <li>- ETH Zurich</li> </ul>
11:30 – 12:30	<p><b>Presentation of survey results</b></p> <p>Dr. Barbara Becker, ETH Zurich (45 min. presentation + 15 min. Q&amp;A)</p>
12:30 – 14:00	<i>Lunch</i>
14:00 – 14:30	<p><b>Discussion of survey results</b></p> <p>Introduction to working groups</p>
14:30 – 15:45	<p><b>Working groups</b></p> <p>Division in 2 groups to discuss best practices derived from the survey</p>
15:45 – 16:15	<i>Coffee Break</i>
16:15 – 16:45	<b>Presentation of working group results</b>
16:45 – 17:15	First round of conclusions: Topics for Day 2 discussion
17:15 – 17:30	Wrap-up
17:30	<i>City walk (or back to hotel)</i>
19:30	<i>Dinner</i>

<b>Tuesday, 5 May 2015</b>	
09:00 – 09:15	Re-cap of Day 1
09:15 – 10:00	<p><b>Guest Speaker (tbc):</b></p> <p>Dr. Jon-Andri Lys Executive Secretary, Swiss Commission for Research Partnerships with Developing Countries (KFPE)</p> <p>Topic: <b>Principles in transboundary and intercultural research partnerships</b></p>
10:00 – 10:45	<p><b>Working groups</b></p> <p>on Day 1 conclusions for future activities or “product”</p>

10:45 – 11:15	<i>Coffee Break</i>
11:15 – 12:00	<b>Presentation and synthesis</b>
12:00 – 12:30	<b>Next steps and fare-well</b>
12:30	<i>End of meeting</i>
12:30 – 13:30	<i>Lunch (facultative)</i>
14:00 – 16:00	<i>ETH tour with focus on “Research for development” R4D (facultative)</i>

## Annex 1

### Ideas Paper

Guiding questions for the survey and the subsequent workshop are focused on IARU members' relations with developing countries or emerging economies (ref. [OECD](#)).

### Institutional Mandate

1. Does your university have a specific office dealing with relations to developing countries or emerging economies?
2. Does your university have a specific objective or mission statement with respect to the developing world or your role in a globalized world?
3. How far is the relation of your university to developing countries linked to the policy of your country, or based on historical roles and relations?
4. Is your university actively involved in networks or alliances with a focus on developing countries or emerging economies?

### Education

5. Does your university target students from specific regions of the world, in particular developing countries?
6. Do you encourage mobility towards specific regions of the world, in particular developing countries?
7. Do you make special efforts to reach students in developing countries with your teaching, e.g. through targeted MOOCs or agreements with universities in developing countries?
8. Do you offer specific courses on issues related to developing countries or emerging economies?

### Research

9. Does your university have a specific research focus on developing countries, e.g. in area studies?
10. Does your university collaborate with research institutions in developing countries or emerging economies? If so, is such collaboration mainly based on the contacts of individual researchers, or do you have research programs at the institutional level?
11. Do you have programs for the exchange of researchers with a focus on developing countries or emerging economies?
12. Do you have access to specific funding sources for research related to development or developing countries?

## Annex 2

## Survey Questionnaire (draft version)



## Global Transformation in IARU Member Strategies

Page 1 of 6

**Welcome**

Dear IARU Colleague,

Thank you for taking this survey. Due to technical limitations, please complete the survey in one sitting. Each IARU university may only submit one survey. Please complete the survey by 15 March 2015.

If you have any questions, please do not hesitate to contact [y.suphing@gmail.com](mailto:y.suphing@gmail.com).

We are looking forward to your insights and to seeing you at our workshop in May.

Best regards,  
Dr Barbara Becker &  
Yeap Su Phing

Page 2 of 6

**I. General information**

Note: For the purpose of this survey, developing countries or emerging economies refer to countries from the [OECD DAC list](#).

**1. Which IARU university are you representing?**

- Australia National University
- ETH Zurich
- National University of Singapore
- Peking University
- University of California, Berkeley
- University of Cambridge
- University of Copenhagen
- University of Oxford
- The University of Tokyo
- Yale University

**2. Does your university have any form of partnerships with the following countries:**

	Check
Afghanistan	<input type="checkbox"/>
Albania	<input type="checkbox"/>
Algeria	<input type="checkbox"/>
Angola	<input type="checkbox"/>
Anguilla	<input type="checkbox"/>
Antigua and Barbuda	<input type="checkbox"/>
Argentina	<input type="checkbox"/>

3. Please indicate your top five priority countries from the list above and include details of the nature of your interaction(s).

	Country	University level agreement or MOU	Research	Education	Others (please specify)	Collaborator(s)
1.	<input type="text"/>	-- Please Select --	-- Please Select --	-- Please Select --	<input type="text"/>	<input type="text"/>
2.	<input type="text"/>	-- Please Select --	-- Please Select --	-- Please Select --	<input type="text"/>	<input type="text"/>
3.	<input type="text"/>	-- Please Select --	-- Please Select --	-- Please Select --	<input type="text"/>	<input type="text"/>
4.	<input type="text"/>	-- Please Select --	-- Please Select --	-- Please Select --	<input type="text"/>	<input type="text"/>
5.	<input type="text"/>	-- Please Select --	-- Please Select --	-- Please Select --	<input type="text"/>	<input type="text"/>

4. Please indicate your university's priorities in the following areas of interaction with developing countries or emerging economies:

	Priority	Comments
Research (e.g. basic and applied research)	-- Please Select --	<input type="text"/>
Education (e.g. programs, joint degrees, e learning, extracurricular)	-- Please Select --	<input type="text"/>
Other areas (if any)	-- Please Select --	<input type="text"/>

5. Please share with us any additional examples of activities with institutions in developing countries or emerging economies conducted by your university that do not fall in the research or education category. General comments about this section are also welcomed.

**Page 3 of 6**

**II. Education**

6. Does your university offer education on the following topics related to developing countries and emerging economies?

Note: Topics listed are partially guided by the [UN Sustainable Development Goals](#).

- Cities & urbanization
- Civil society & culture
- Climate change
- Economic inequality & growth
- Education & lifelong learning
- Energy
- Food security & nutrition
- Gender equality
- Governance & international relations
- Health & well-being
- Infrastructure
- Natural resource management (e.g. biodiversity, agriculture)
- Oceans, seas & marine resources
- Security, risk & disaster management
- Sustainable development
- Water & sanitation
- None of the above
- Other, please specify

7. What types of education related to developing countries and emerging economies does your university offer?

- Certified courses
- E-learning / MOOCs
- Exchange programs / study abroad
- Extra-curricular activities
- Field studies / research projects
- Internships / research attachments
- Masters and PhD level specialization
- Seminars and conferences
- Short courses (e.g. Summer / Winter School)
- Study trips
- Other, please specify

8. Does your university conduct targeted recruitment for full-time and exchange students (all levels) from the following regions? (i.e. "incoming" students)

Note: Geographical regions based on [World Bank](#).

- Caribbean
- Central Asia
- East Asia
- Latin America
- Middle East
- North Africa
- Pacific
- South Asia
- Sub-Saharan Africa
- None of the above
- Other, please specify

9. Which instruments does your university use for targeted recruitment in the regions you have indicated?

- Scholarships
- Bursaries
- Promotional activities
- Recruitment agents
- Employment opportunities upon graduation
- Other, please specify

10. Does your university encourage student mobility (all levels) to the following regions? (i.e. "outgoing" students)

- Caribbean
- Central Asia
- East Asia
- Latin America
- Middle East
- North Africa
- Pacific
- South Asia
- Sub-Saharan Africa
- None of the above
- Other, please specify

**11. How does your university encourage student mobility (all levels) to the regions you have indicated?**

Scholarships

Course requirement

Promotional activities

Student ambassadors

Provide support services

Other, please specify

**12. Comments (general):**

**Page 4 of 6**

**III. Research**

**13. Does your university have an exchange of researchers (all levels) with the following regions?**

Africa

Carribean

Central Asia

East Asia

Latin America

Middle East

North Africa

Pacific

South Asia

None of the above

Other, please specify

**14. Does your university conduct area studies (i.e. interdisciplinary research with a regional or country-specific focus) for the following regions?**

Caribbean

Central Asia

East Asia

Latin America

Middle East

North Africa

Pacific

South Asia

Sub-Saharan Africa

None of the above

Other, please specify

**15. Are researchers in the following areas specifically working on topics related to developing countries or emerging economies?**

Cities & urbanization

Civil society & culture

Climate change

Economic inequality & growth

Education & lifelong learning

Energy

Food security & nutrition

Gender equality

Governance & international relations

Health & well-being

Infrastructure

Natural resource management (e.g. biodiversity, agriculture)

Oceans, seas & marine resources

Security, risk & disaster management

Sustainable development

Water & sanitation

None of the above

Other, please specify

**16. How does your university establish research collaborations with developing countries or emerging economies?**

Coordinated at the institutional level

Contacts of individual researchers

NGOs / CSOs

Foundations

Commercial entities / private sectors

Government agencies

Other, please specify

**17. Comments (general):**

#### IV. Objectives and drivers

- 18. Does your university have a mission statement or articulated strategy with regards to engaging with developing countries or emerging economies?**
- Yes
- No

**19.** To what extent is your university's policy and strategy on engaging with developing countries or emerging economies guided by the following:

On a scale of 1 - 5 with 5 being "strongly guided" and 1 being "not a factor"

	1	2	3	4	5
1. Academic benefit	<input type="radio"/>				
2. Historical roles and relations	<input type="radio"/>				
3. Own national level policies	<input type="radio"/>				
4. "Bottom-up" initiatives from faculty members and students	<input type="radio"/>				
5. Monetary / financial gains through applied research, social entrepreneurship, etc.	<input type="radio"/>				
6. Availability of external funding	<input type="radio"/>				
7. Other (please specify in the following comment box)	<input type="radio"/>				

**20.** If "other" (ref. question #19), please specify:

**21.** What are the benefits related to engaging with developing countries or emerging economies?

- Aiding in the progress of the developing country or emerging economy
- Attracting talented students from the target country or region
- Expanding the university's research network
- Funding opportunities
- Immersing in a field or area of research interest
- Strengthening diplomatic relations
- Strengthening scientific capabilities of the collaborators or students involved
- Other, please specify

**22.** What are the challenges related to engaging with developing countries or emerging economies?

- Asymmetry in funding
- Asymmetry in scientific capacity
- Bureaucracy and layers of administration
- Cultural and social differences
- Inability to create a long-term, sustainable partnership
- Inability to find mutually beneficial goals
- Ineffectiveness in translating scientific knowledge into benefits for society
- Insufficient qualified staff
- Lack of accountability and transparency
- Lack of activity funding
- Lack of commitment from faculty members
- Language barriers
- Low quality of infrastructure
- Unclear project lead or main contact person
- Unstable government policies
- Other, please specify

**23. How are activities related to developing countries or emerging economies at your university funded?**

Hosting collaborator  
 Internal funding  
 International agencies  
 National level funding  
 Philanthropy  
 Other, please specify

**24. Does your university earmark or set aside funding for activities with developing countries or emerging economies?**

Yes  
 No

**25. Comments (general)**

**Page 6 of 6**

**Scope and workshop**

**26. Does your university have dedicated unit(s) overseeing relations with developing countries or emerging economies?**

Note: Typically these units overseeing relations with developing countries or emerging economies are in international strategy or relations, student exchange, research centers, policy institutes, etc.

No  
 Yes

**27. If your answer is "yes", please provide the name of the unit(s) and the contact information of the individual(s) in-charge (if applicable):**

	Unit	Name	Designation	Responsibility
1.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
3.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
4.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
5.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**28. Is your university a member of any network, linked to an organization or in a partnership arrangement, to work closely with developing countries or emerging economies?**

No  
 Yes

**29.** What is your preferred terminology to describe universities' engagement with "developing countries or emerging economies"?

**30.** What are your expectations for the IARU Global Transformation workshop?

**31.** Please indicate your name, designation and contact details so we may get in touch for any follow up questions.

	Name	Designation	Email	Phone number
1.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Survey Completed**

Thank you for taking the survey!

## 2.5 International Students Support Group

<b>Lead</b>	University of Oxford
<b>Reporting</b>	Ed Nash, International Strategy Office (University of Oxford)
<b>Executive summary</b>	<p>Following discussion of International Student Teaching and Support at the November 2013 and 2014 Senior Officers' Meeting, and the April 2014 Presidents' Meeting, this paper provides details of the inaugural IARU meeting on International Student Teaching and Support, to be held at the University of Oxford in March 2015. The meeting is envisaged as the first step in establishing a formal IARU International Students Support Group.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Report</b> on the aims and purpose of the group and an outlook on the group's first meeting</li> </ul>
<b>Funding to date</b>	Up to USD 10,000: Meeting, March 2015
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b></p> <p>Senior Officers endorsed the funding request of USD 10,000 for the first meeting of the group to investigate the best approaches to international student teaching and support. The meeting will take place in spring 2015 in Oxford with strong support from Cambridge.</p> <p>Partners reported difficulties with this group to identify the right people at their universities. As academic skill development will be a major topic of the meeting, the aim is to get an academic support group together.</p> <p>NUS shared that 60% of its student cohort is international. NUS' support of international students is targeted at integrating international students socially with home students and local people. Academic services are offered to all students, without particularly addressing international students. NUS would like to learn more from partners' experiences with peer-mentoring services. PKU is interested in learning more about the support of international students studying in a foreign language.</p> <p>A topical session of the Presidents' Meeting 2015 will be devoted to the role of the international offices of the IARU universities in accommodating an international student body.</p> <p><b>Presidents' Meeting, April 2014</b></p> <p>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.</p> <p>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</p>

	<p>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.</p>
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## Support for International Students at IARU Universities

### Introduction

At the Senior Officers' Meeting in November 2014 the University of Oxford presented a bid for funding for an initial meeting to discuss the challenges IARU institutions face in teaching and supporting international students. The meeting would be the first stage in the establishment of a group of officers from IARU institutions to investigate the issue and facilitate the sharing of best practice in international students' support between member institutions.

With funds awarded at that meeting, Oxford has organized an initial meeting of interested officers and academics from across IARU institutions, to be held in Oxford on 30 and 31 March 2015. The meeting will feature presentations from academics and officers working in areas related to international students' teaching at IARU institutions, facilitated discussions of these areas, and presentations by experts from external bodies. A full schedule is appended.

### Context

IARU universities are amongst the world's most international, in 2014 proportions of international students ranged from eight percent up to 39 percent (the average was 21 percent). There is already an array of support available to international students at IARU universities, although there is little standardization of the services that international students can expect across the Alliance's institutions.

Every IARU university offers additional support in both academic skills and social adaptation for international students. However, at some universities these services are only available on a specific basis, for example when a student needs remedial assistance, and often students receive a different standard of support depending on the course they are studying or the college they are assigned to.

### International Students Group

In 2013, Oxford proposed the creation of a joint institutional group of officers from IARU institutions, dedicated to investigating the best approaches to international student teaching and support. The Group would meet regularly and communicate in other ways to discuss these issues and help in the definition of student support best practice.

In formal terms, the aims of the Group would be:

- to define best practice in international students' teaching support and social/cultural support;
- to publicise recommendations of the best ways international students should be supported, for the benefit of both IARU member universities and other institutions;
- to provide a forum for IARU officers to seek advice on international students' support.

## International Students Group Inaugural Meeting

The University of Oxford will host a meeting of IARU officers in late March 2015 to discuss some of the most regularly cited issues related to the education of international students. The two-day meeting's schedule, which has been designed with the aid of feedback from other IARU institutions, will include presentations and facilitated discussions and workshops by academics and administrators from IARU institutions, as well as presentations by selected external speakers. Topics covered will include aspects of both teaching support and social/cultural support for international students.

At the suggestion of the ANU delegation at the April 2014 IARU Presidents' Meeting, the University of Oxford has contacted i-graduate, the International Graduate Insight Group, who have confirmed that they will taking part in such an event. A full schedule for the meeting is appended.

It is suggested that this meeting serve as the first activity of a formal international student's teaching and support joint institutional working group. Following the meeting, the University of Oxford will circulate details of officers from each institution interested in this area or who attended this meeting, with a view towards their forming the foundation of a such a group.

**APPENDIX 1: "IARU International Student Support Meeting – Schedule", meeting to take place at the University of Oxford, 29–31 March 2015**

**APPENDIX 2: "Support for international students at IARU universities", report submitted to IARU Senior Officers' Meeting, November 2014**

**APPENDIX 3: "Support for international students at IARU universities", report submitted to IARU Presidents' Meeting, April 2014**

## Appendix 1: IARU International Student Support Meeting – Schedule

University of Oxford, 29–31 March 2015  
Flora Anderson Hall, Somerville College

Sunday, 29 March		
Time	Event	Address
6.15 pm	Meet in the porters' lodge of Somerville College Walk to restaurant (15 minutes)	
6.45 pm	Informal welcome dinner Cherwell Boathouse Restaurant	Cherwell Boathouse, Bardwell Road, Oxford OX2 6ST

Monday, 30 March Conference day one: <b>Teaching international students</b>		
Time	Event	Presenter
9.00 am	Keynote address: <b>Culture and pedagogy: different countries' approaches to learning</b>	Dr Janette Ryan Academic Associate (Internationalisation), UK Higher Education Academy
9.30 am	Panel discussion: <b>Student panel on international study experiences</b> , comprising both full-degree international students and students who have taken study abroad opportunities	International students from the universities of Oxford and Cambridge
10.30 am	<i>Break</i>	Note – students stay for informal discussions
11.00 am	Presentations and discussion: <b>Supporting international students' learning</b>	Lynda Mathey Registrar Student Life, Australian National University  Dr Karen Ottewell Director of Academic Development and Training for International Students, University of Cambridge
12.00 noon	Workshop: <b>Teaching support for international students: provision, results and cost</b>  12.00 noon: workshop discussion  1.15 pm: workshop facilitator records key problems and potential solutions from participants	Lynda Mathey Registrar Student Life, Australian National University  Dr Janette Ryan Academic Associate (Internationalisation), UK Higher Education Academy

1.30 pm	<i>Lunch</i>	
3.00 pm	Presentations and discussion: <b>From school to university: bridging and foundation programmes</b>	Jared Hutchings Mathematical, Physical and Life Sciences Division Bridging Programme, University of Oxford  Daniel Shah Assistant Director – Policy, UK Higher Education International Unit
3.50 pm	<i>Break</i>	
4.00 pm	Presentations and discussion: <b>Accommodating and integrating students of different cultures</b>	Ivor Emmanuel Director, Berkeley International Office, University of California  Dr Tan Teck Koon Dean of Students, Office of Student Affairs, National University of Singapore
5.00 pm	<i>Session closes</i>	
7.00 pm	<b>Banquet dinner in Somerville College</b>	

Tuesday, 31 March Conference day two: <b>The international student experience</b>		
Time	Event	Presenter
9.30 am	Keynote address: <b>Measuring the student experience</b>	Will Archer Chief Executive, i-graduate
10.30 am	<i>Break</i>	
	Workshop: <b>Recruiting and educating students in a second language</b>  10.30 am: ten minute presentation 10.45 am: ten minute presentation 11.00 am: workshop discussion 11.35 am: workshop facilitator records key problems and potential solutions from participants	Wang Yong Deputy Director of International Office, Peking University  Zhou Jing Chief of Division for Education Abroad Program and Deputy Chief of Division for Foreign Students, Peking University  Dr Robert Vanderplank Director, Oxford University Language Centre (TBC)
11.45 am	Presentations and discussion <b>Orientation activities for international students</b>	Akiko Ohnishi Associate Professor, International Center, Hongo Office, The University of Tokyo  James Tibbert Head of Student Information and Immigration, University of Oxford
12.45 pm	Conclusion and discussion on future direction for IARU on international students' support	Anthony Dangerfield Head of the International Student Team, University of Cambridge

		Ed Nash International Strategy Officer University of Oxford
1.15 pm	<i>Lunch</i>	
2.30 pm	<i>Optional tour of Bodleian Library and Ashmolean Museum concluding with tea in the museum</i>	
5.00 pm	<i>End</i>	

## **APPENDIX 2: Support for International Students at IARU Universities**

### **Report submitted to IARU Senior Officers' Meeting, November 2014**

#### **Introduction**

At the Presidents' Meeting in April 2014 the University of Oxford presented a paper detailing some of the challenges IARU institutions faced in teaching and supporting international students. Members discussed the possibility of establishing a group of officers from IARU institutions to investigate the issue further and facilitate the sharing of best practice between member institutions.

Following the Presidents' Meeting, Oxford has been investigating the possibility of launching the group with a meeting in Oxford, at a date to be set in the first half of 2015. The meeting would include presentations of student support approaches and facilities at different member institutions, as well as presentations by external bodies and roundtable discussions about the challenges leading universities face in providing education to people from different cultures.

This paper provides further detail on the purpose, constitution and activities of a formal IARU student support group. It also presents a bid for funds for an initial meeting of the group. A full copy of the report presented at the April 2014 Presidents' Meeting, which contains data on current international students' support services at IARU universities, is appended.

#### **Context**

IARU universities are amongst the world's most international, with proportions of international students ranging from eight percent up to 39 percent (the average is 21 percent). There is already an array of support available to international students at IARU universities, although there is little standardization of the services that international students can expect across the Alliance's institutions.

Every IARU university offers additional support in both academic skills and social adaptation for international students. However, at some universities these services are only available on a specific basis, for example when a student needs remedial assistance, and often students receive a different standard of support depending on the course they are studying or the college they are assigned to.

#### **International Students Group**

In view of the rising numbers of international students at IARU universities; the difficulties they face in adapting to new academic cultures, studying in a second language and mixing with students from different countries; and the current lack of knowledge about the best ways to accommodate their needs, the University of Oxford proposes the creation of a group of officers from IARU institutions dedicated to investigating the best approaches to international student teaching and support. The International Students Group would meet regularly and communicate in other ways to discuss these issues and help in the definition of student support best practice.

The Group would comprise of one or two officers from each IARU university. Group members would be drawn from departments dealing with student affairs, recruitment, internationalization, and similar areas. Membership would be informal and could be changed at will by member universities.

The Group would take part in formal activities, such as annual or biennial meetings and the publication of international student support materials, but would also form a consultative network allowing officers confronting international student support issues to take advice from IARU peers.

In formal terms, the aims of the Group would be:

- to define best practice in international students' teaching support and social/cultural support;
- to publicise recommendations of the best ways international students should be supported, for the benefit of both IARU member universities and other institutions;
- and to provide a forum for IARU officers to seek advice on international students' support.

### **International Students Group Inaugural Meeting**

In order to launch the Group and to provide an opportunity for IARU universities to appoint group members, the University of Oxford proposes holding an inaugural International Students Group meeting in Oxford in the first half of 2015.

The meeting would last one and a half to two days, and would include presentations by officers from different institutions, presentations by external organisations with expertise in different aspects of international students support, and themed roundtable discussions on different aspects of teaching support and social/cultural support for international students. A sample schedule is appended.

At the suggestion of the ANU delegation at the April 2014 IARU Presidents' Meeting, the University of Oxford has contacted i-graduate, the International Graduate Insight Group, who have confirmed that they would be interested in taking part in such an event.

Further topics that were discussed at the April 2014 Presidents' Meeting included issues connected with the recruitment of international students to non-English language institutions. The University of Oxford would be happy to work with IARU partners to ensure that aspects of student support practice connected to these issues are included in the meeting agenda.

#### **Funding for International Students Group Meeting**

The University of Oxford estimates the total cost of holding the meeting would be around \$10,000 (£6,000), assuming an attendance of 24 officers. Oxford wishes to submit a bid for these funds to IARU Senior Officers for their consideration.

This estimate does not include the cost of attendees' travel to Oxford, or of accommodation in Oxford (though the University would be able to book accommodation on attendees' behalf).

It does include the cost of all elements of the meeting, as well as all meals (excepting breakfast, which is normally included with accommodation). The University will also endeavor to provide some cultural opportunities in Oxford.

## **APPENDIX 3: Support for International Students at IARU Universities”**

### **Report submitted to IARU Presidents' Meeting, April 2014**

#### **Introduction**

Despite a global trend towards greater internationalization in higher education, students still face significant barriers to integration into university life in a foreign country. Adapting to new academic expectations, as well as living in a different culture, both continue to be problematic to significant numbers of students, including at IARU institutions.

With proportions of international students ranging from eight percent up to 39 percent (the average is 21 percent), the IARU universities are amongst the world's most international. This means that they are able to benefit from the excellence of their international populations more than many other universities within their countries, but also that they must address the challenges faced by international students on a greater scale.

In a survey of IARU institutions, the most commonly reported challenges encountered by their international students were perceived to be:

- Understanding new academic expectations
- Confidence expressing themselves in the classroom
- Studying in a second language
- Knowing what support services their university offers
- Engaging outside their social/cultural/language group
- Financial pressures (high international fees, higher cost of living than in their home country)

This paper follows a report presented jointly by Oxford and Cambridge at the 2013 Senior Officers' meeting, which suggested the establishment of an IARU working group for international student teaching and support. It presents the results of a survey of IARU institutions' approaches to supporting international students, illustrating the main trends in support programmes. The final section suggests further IARU joint working in student support, through the creation of a working group and the publication of a paper defining minimum and ideal standards for international students' support.

#### **Current provision**

There is already a wide array of support available to international students at IARU universities, although there is little standardization in the sorts of services that international students can expect across the Alliance's institutions. All of the IARU universities surveyed provided additional support in both academic skills and social adaptation for international students, or for all students. However, at some universities these services are only available on a specific basis, for example when teaching staff decide a student needs remedial assistance, and in many cases students may receive a different standard of support depending on what course they are studying or what college they are assigned to.

For the sake of clarity, this paper categorises ongoing student support activity into three main areas:

- 1) Programmes that aid international students in their academic studies
- 2) Programmes that aid international students' social integration

### 3) Language programmes

As well as splitting into these three areas, support activities can also be divided between programmes that are available to all students (although may be especially useful for international students) and programmes that are only open to international students.

#### Programmes that aid academic studies

Academic studies support that international students can draw on takes a variety of forms at IARU universities. At all institutions this activity is targeted at improving core academic skills vital to teaching and research, such as critical thinking, note taking, essay writing, and exam preparation. However, the ways in which this support is provided differ widely, from dedicated learning centres staffed by professional personnel, to structures whereby students support each other, to online provision.

Common forms of academic support include:

#### Teaching centres

The most intensive form of support provided is through dedicated teaching centres, such as The Australian National University's Academic Skills and Learning Centre (ASLC). The ASLC provides additional teaching assistance in key academic areas, including transition to higher education, note-taking, research, oral presentations, academic writing and exam preparation. Students who use the service can attend study skills workshops, or arrange one-to-one tutorials with professional learning advisors. The 50-minute tutorials provide an opportunity for students to submit and discuss written work; they can be used to seek guidance on sensitive issues such as meeting progress requirements, disciplinary conventions and presenting papers.

Other institutions have similar services, one example being the Centre for Internationalisation and Parallel Language Use at the University of Copenhagen, which aids with both language teaching and academic skills.

#### Student mentoring

Another intensive, though less formalized, form of support is through student mentoring. Mentoring arrangements are common at various Oxford and Cambridge Colleges, though their design varies. Academic-focused mentoring systems include, for example, a programme at one Oxford college in which specially selected postgraduate students are paired with undergraduates and meet regularly to read and critique their essays in a semi-formal, tutorial-type environment. Typically, postgraduates are paid an hourly rate for taking part in such systems.

The University of Tokyo also uses more experienced students to provide support for international students, under a system that is designed to aid both academic skills development and adaption to daily life in Tokyo.

Another mentoring-style system also common at Oxford and Cambridge colleges is 'college parents', under which first year students are paired with second year undergraduates who provide both academic advice and social and pastoral care. Such arrangements are typically designed and initiated by undergraduate students and offer a friendlier, more holistic type of support than purely academic programmes. College tutors report that first year students value the academic support given by

academic parents very highly, especially in terms of advice on performance in tutorials. This demonstrates the value of student-to-student interaction in adaptation to new learning cultures.

### Study skills materials

Provision of study skills materials – whether online or through distributed material – is also a major form of academic support provided by IARU universities. Such material increasingly has taken the form of videos and other more engaging material, rather than text. Online study skills material is desirable from the point of view of universities, as the material can be verified to ensure absolute accuracy. It is also generally an affordable approach, offers a uniform service to all students, and can even help enhance an institution's profile, if there is open access to the material via the Internet. The main drawback of this approach is that videos are not interactive in the way that face-to-face discussions with academic staff, fellow students or professional learning advisors are.

In all of these examples, the support provided is open to all students, but many institutions report that international students are more likely to make use of – and benefit from – such services.

### Social programmes

The challenges international students may face in integrating socially with home students and local people have been universally recognised by IARU institutions. All surveyed universities run additional social activities for international students – often shortly after enrollment – and most also provide support to existing university societies in running such events. As with academic support programmes, activity in this area includes both initiatives specifically designed for international students, as well as programmes designed for all students, but which may have particular benefits for international students.

Common social programmes include:

#### Orientation programmes

Many IARU institutions' international offices or student administration departments run orientation or welcome events for international students. These take part around the start of academic courses and range from aiding the student with formal duties such as opening bank accounts and registering with local immigration officials (where necessary), to social events including trips to local tourist sites, welcome dinners and other cultural events. In some instances they may also involve an academic element, such as additional lectures to clarify study expectations.

As well as orientation on arrival, some institutions provide pre-departure events to introduce incoming international students to the academic and social aspects of their institutions. These include the bridging courses run for selected students by the National University of Singapore and the integrated approach taken by the University of Cambridge, under which incoming international students can attend social events organized by alumni in their home country before taking part in institutional and college orientation programmes when they arrive in the UK.

#### Funding for national student societies

At universities where societies play a prominent role in student life, it is common to see national societies (e.g. The Chinese Students and Scholars Association) providing a wide range of social integration and transition events. As with orientation programmes run by university administrators, national societies' events range from support with vital activities, such as finding accommodation,

through to social events. Many national student societies are also specifically founded to create cultural bridges between their members and host nations, as well as students of other nationalities at the university.

Oxford's International Strategy Office has recently begun supporting national student societies with small grants to fund events designed to bring together students of several nationalities. The Office initiated the programme after a study of international students at the University found that integration with students of other nationalities was one of the biggest challenges for international students.

### Language programmes

The importance of language skills to the achievements of international students and staff at IARU universities has long been recognized, and many Alliance institutions have provided additional language services for several decades. Such services can be delivered by academic departments or dedicated centres and are either free or incur small fees (further to any fee that students may be paying for attendance at the university).

The growing scale of internationalization at IARU universities over the past two decades has increased the need for this provision, with many institutions noting that difficulty studying in a second language is one of the most commonly reported challenges faced by international students. Provision of language training is increasingly seen as vital from the start of studies – or even before. The University of Tokyo not only provides a variety of Japanese language classes for international students, but also provides e-learning materials to international students due to attend the University, so they can begin their Japanese studies before enrollment.

The increasing ubiquity of English as the international lingua franca of academia has simultaneously encouraged an increase in English language learning services at leading research universities. The Centre for Internationalisation and Parallel Language Use at the University of Copenhagen offers both Danish language courses and courses on academic English. These courses were previously available solely to international students, but have recently been opened up to all students, at home students' request.

Language support services are typically available to all students (as opposed to international students only), but many IARU institutions report that international students are more likely to make use of such services than home students. Several IARU institutions specifically advise international students to use language services, despite the fact that the services are open to all students. When this advice is delivered through other international student support services it can aid in providing a holistic support experience.

At Peking University, language training is integrated with social programmes through a student-organized one-to-one language partner program, under which international and Chinese students are able to learn their mutual languages from each other.

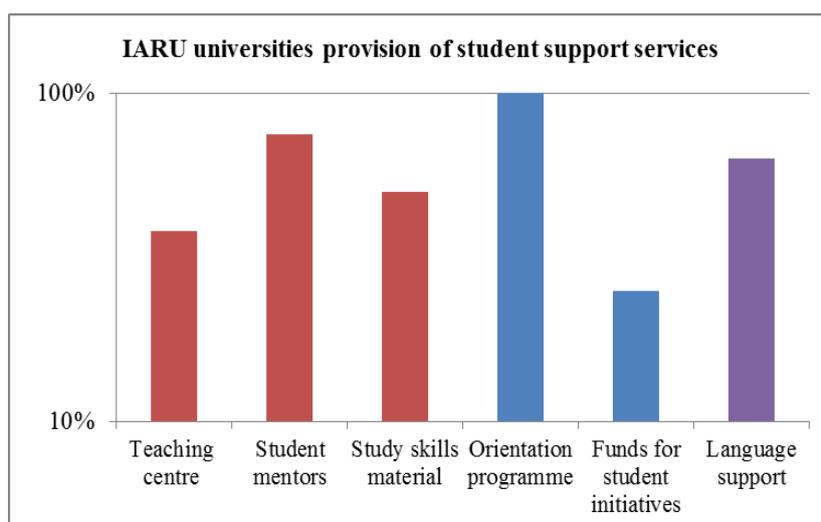


Table 1: Ubiquity of different types of student support services at IARU institutions, according to survey responses

### Programmes' success and ongoing challenges

Success in international student support is difficult to define and measure. So far, most support services provided by IARU institutions have focused on academic skills development, social issues and language, while the tendency of international students to lack confidence when expressing themselves has not been explicitly confronted. Nevertheless, institutions that have surveyed support services' users say that using such services helps international students feel confident about study. This suggests that well implemented support services can provide a holistic experience, strengthening students' ability in several areas.

The Australian National University notes that the number of international students attending academic skills support workshops and induction sessions open to all has increased, while events specifically targeted at international students are often less well attended. The University has therefore encouraged provision of and student attendance at such universally accessible sessions. Providing student support services that are universally available can both aid in study skills and encourage students of different nationalities to mix. Importantly, it can also serve to reduce the stigma of students of certain nationalities needing 'remedial' classes that others do not. Nevertheless, international students often do face genuine learning challenges that differ from other students' challenges and require targeted support. There is a risk that, in a climate of limited resources, opening up support services to all students could reduce international students' access to the help they need.

The argument for wider access to support encourages the increased use of student support networks, whether through mentoring systems or the activities of student societies. However, challenges such as studying in a foreign language may require professional support that fellow students cannot provide.

### Challenges

Ongoing challenges to the effective and efficient provision of high-quality support services for international students will continue to confront IARU institutions for the foreseeable future.

Close to 60 percent of universities surveyed rated securing funding or other resources (i.e. staff, teaching spaces) as a key challenge to providing excellent teaching and support services for international students, making this the biggest challenge in ensuring provision of support services.

Beyond funding, two other challenges reported by multiple institutions were decentralised institutional structures that hamper the extension of good practice throughout the university, and a lack of knowledge about the best approaches to international student support.

The survey did not reveal any tactics for confronting these challenges, though further information sharing between institutions may reveal formal or informal processes by which they are mitigated.

### **Future steps**

The importance of support services to international students is almost universally acknowledged within IARU institutions. However, large international student populations are still a relatively new phenomenon for many universities, and there is as yet little standardization of the ways international students are supported. Nor is there much literature providing guidance on the most effective way to support international students.

The IARU universities are confronting similar challenges in ensuring international students achieve to the best of their ability, but more work is required for institutions to be able to understand which initiatives will work and how they can be most efficiently implemented. There is also little understanding about how the challenges of implementing these services – funding them, navigating the barriers presented by institutional structures and effectively promoting them to students – can be overcome. More understanding of how support services can be usefully integrated with each other is also required.

In light of these issues, Oxford is suggesting the creation of an IARU working group to analyze and discuss the different forms of support provided for international students. It is envisaged that the group would work towards the publication of a formal IARU advice paper that defined minimum and ideal standards of international students support, thereby aiding universities (including non-IARU institutions who were able to access the publication) in providing excellent education to their international students. This is an area in which IARU could usefully exercise intellectual leadership.



## 2.6 Librarians' Contact Group

<b>Lead</b>	ETH Zurich (2014)
<b>Reporting</b>	Dr. Wolfram Neubauer (ETH Zurich)
<b>Executive summary</b>	<p>The Librarians' Contact Group has initiated a new project to benchmark the library services of the IARU universities. The librarians from all ten partner universities have been in close contact for collecting and analyzing the figures. The data collection has been completed by the end of 2014 and is now being edited and processed at the library of ETH Zurich. The final report is expected to be available in the beginning of March 2015.</p> <p>The group's next meeting is foreseen to take place in June 2015 in Beijing. However, the current lead of the group will step down with his retirement in February and a new lead has not yet been found.</p>
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b> At its 3<sup>rd</sup> meeting in June 2014 in Berkeley with full representation from all IARU members, the Librarians' Contact Group discussed the major issues facing university libraries today. In consultation with the IARU Sustainable Campus initiative, the group has developed an "IARU Green Libraries" report, showcasing partners' activities reduce their libraries' carbon footprint. The report which includes best practices examples from all members has been published on the IARU website.</p> <p>ETH's library has initiated a new project to benchmark the services of the IARU libraries. The collected data will be analyzed at the next meeting of the Librarians in June 2015 at PKU and presented to the next Senior Officers' meeting. Bernard Toh encouraged the librarians to look into the idea of initiating a student internship program – possibly in collaboration with the Sustainability Fellowship Exchange Program. Barry Halliwell asked the group for a discussion on approaches to dealing with publications in open-access journals.</p> <p><b>Presidents' Meeting, April 2014</b> 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.</p>



## 2.7 PKU Medical City

<b>Lead</b>	Peking University
<b>Reporting</b>	Dr. Zhang Chi, PKU International Hospital
<b>Executive summary</b>	<p>The inaugural PKU IARU Workshop was held at Peking University on 3 December 2014. Representatives from all ten IARU member institutions participated.</p> <p>The workshop was divided into three sections:</p> <ol style="list-style-type: none"> <li>1. Pilot Projects in Real-Life Medicine/mHealth: Two major projects were discussed in detail: 1) Real-Life Medicine Cardiology, and 2) Real-Life Medicine Diabetes. Members from IARU institutions shared their resources and research activities to explore methods in better diagnosis and management of chronic diseases.</li> <li>2. Global mHealth Policy Comparison: Members from different regions shared the policies pertained to mHealth of their countries. Pros and cons on current and future challenges of the regulations on the usage of mHealth equipment and gadgets were also discussed. Members signaled interest in collaborative research projects on this topic.</li> <li>3. Global Medical Collaboration: PKU proposes to hold annual IARU workshops on global medical collaboration. The next workshop will take place in November 2015 in Beijing.</li> </ol> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Report</b> on the PKU IARU Workshop 2014 and outlook on the next workshop to be held in November 2015</li> </ul>
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b> Dr. Zhang Chi reported on the PKU-IARU workshop on medical collaboration to be held on 3 December 2014 in conjunction with the PKU International Hospital Advisory Board meeting. The workshop will be followed by the opening ceremony of PKU International Hospital on 5 December. (The 2<sup>nd</sup> workshop on Mobile Health, originally planned for 4 December, has been postponed to the first half of 2015). Partners have been invited to contribute to the workshop with presentations and collaboration project proposals. Sessions will include presentations of the PKU-Oxford joint research project on an early-warning system of patients in cardiology, comparison of mobile health policies in different countries and real-life medicine on diabetes.</p> <p>PKU proposes to have a series of annual workshops at PKU on different collaborative projects. No IARU funding will be required for the workshops.</p> <p><b>Presidents' Meeting, April 2014</b> 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</p>

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.

## 2014 PKU IARU Workshop Report

### Workshop Outline

2014 PKU IARU Workshop was held at Peking University on Dec 3, 2014. The workshop was divided into three sections:

1. Pilot Projects in Real-Life Medicine/mHealth
2. Global mHealth Policy Comparison
3. Global Medical Collaboration – Themes and Projects for 2015

### Workshop Summary

#### 1. Real-Life Medicine Cardiology

Real-Life Medicine Cardiology was a joint collaborative project between PKU and University of Oxford. After further discussion during this IARU workshop, the project partners decided that the project “Supporting Heart Failure Patients Through Personalized Mobile Health Monitoring” will start its phase II research (SUPPORT-HF).

#### Discussion Summary

Congestive heart failure (CHF) is the end result of coronary heart disease, poorly controlled hypertension, valvular heart disease, cardiac myopathy and other heart diseases. Although the management of CHF has improved significantly over the past decades, CHF continues to have high prevalence, morbidity and mortality, hospitalization and disability rate. It is a big burden in health care and has become a major public health problem globally. It is essential to develop and set up an effective long term monitoring system for CHF patients. PKU will be the platform to set up a home monitoring based care system for their CHF outpatient population. In the Phase II SUPPORT-HF research project, data including blood pressure, heart rate, weight, pulse oxymetry and heart activities of CHF patients will be monitored and instantly submitted to a central station via wifi 24 hours continuously. The submitted data will be screened by clinicians at the central station. It can offer early detection, intervention and treatment to patients when needed. Overall it improves the management of CHF patients in a large geographical area. Through the data we can also analyze the safety and efficiency of the treatment in different regions.

#### 2. Real-Life Medicine Diabetes

Real-Life Medicine Diabetes was shared and discussed among five IARU universities, including PKU, University of Oxford, National University of Singapore, University of Copenhagen, and ETH Zurich. Members were interested in this topic and offered constructive ideas and suggestions. Formulating actual collaborative projects is in progress.

### Discussion Summary

Currently, prevention and management of chronic illness are still lacking breakthroughs. Diabetes Mellitus (DM) has always been a major public health issue due to its high prevalence and morbidity rate. It is essential for the public health sector to focus on its prevention, detection and management of individualized treatment. mHealth can offer home monitoring methods to better manage the stability of blood sugar level, offer early intervention to improve outcome, and prevent frequent hospitalization due to complications of DM. Professor Linong Ji reported on his recent research on “Insulin therapy for oral hyperglycemic agent poorly controlled type II DM patients”. This is the largest study on insulin therapy for type II DM patients in the world and it offers valuable data on the efficacy of insulin and its safety profile. Members from University of Oxford and ETH Zurich also stressed the importance of individualized therapy. Members from University of Copenhagen and National University of Singapore shared their views on the application and challenges of Real-Life Medicine/mHealth on DM diagnosis and management. After constructive discussion during the workshop, Professor Rury Holman from the University of Oxford and Professor Linong Ji from PKU will work together on developing exchange programs. Professor Linong Ji and Professor Henning Langberg from the University of Copenhagen will explore possible trial of the cell phone application for DM patient daily management, which is developed by Professor Langberg.

### 3. Global mHealth Policy Comparison

Representatives from all ten IARU member institutions participated in panel discussion on mHealth policy. Two guest participants (University of Pennsylvania and University of Uppsala in Sweden) were also invited to the panel. The discussion was focused on the comparison of mHealth policy in each region.

### Discussion Summary

Representatives introduced mHealth policy of their countries, and shared their views on challenges of future mHealth, such as technology intervention safety, patient privacy and confidentiality protection, efficacy of mHealth modality and the lack of policy or regulation. At present, each country or region does not have a unified “Guideline” or “Protocol” but practices “Self-discipline”. All members think that health policy is an important topic for research and development on mHealth in the future. Representatives agreed to continue this discussion in 2015 and will invite guests from the universities of expertise such as Vanderbilt University in US.

### 4. Global Medical Collaboration – Themes and Projects for 2015

Representatives discussed topics of interest and the projects in 2015. Sleep Science was presented by PKU and Autism research was presented by University of Cambridge. The details of the projects were discussed among IARU members.

### Discussion Summary

Sleep disorder has become a major public health issue. Snoring and sleep apnea are the major side effects of obesity, hypertension, diabetes mellitus and hyperlipidemia. Sleep disorder diagnosis and management require integrated healthcare system support from information technology, computing technology and data transmission. PKU shared the experience in new concept of Real-Life Medicine in Sleep Disorder through technological support to deliver remote/home monitoring for diagnosis and management purposes. In the past decades, PKU has collaborated with University of Pennsylvania in Sleep Disorder treatment modality based on “4P” model (“Personalized, Predictive, Preventative,

Participatory”). PKU has also developed joint research projects with Stanford University and University of Charite in the study of home management. Professor Langberg from the University of Copenhagen and others have expressed their interest in collaborating in this project. Autism research was presented by University of Cambridge. Representatives agreed that we could open for more new topics of interest related to chronic diseases or new technologies.

### **5. New Proposal of PKU**

PKU proposed to have an “Annual IARU Workshop on Global Medical Collaboration”. PKU International Hospital (PKUIH) can become the “default host”. PKUIH will be responsible for the local cost when the workshop is held at PKU. Topics and projects will be discussed and finalized by IARU member representatives. This new proposal will be submitted to the IARU Presidents’ Meeting in 2015 for final approval.

### **Work Plan for 2015**

1. Continue collaborative projects: Cardiology and Diabetes
2. Open discussion and solicitation for new topics of interest related to chronic diseases and new technologies
3. Identify main topics for Annual IARU Workshop on Global Medical Collaboration in 2015
4. Further discuss mHealth policy comparison
5. Prepare for 2015 Annual IARU Workshop in November

## Proposed Agenda for 2015 Annual IARU Workshop on Global Medical Collaboration

Venue: PKU International Hospital (PKUIH)

Time: November 2015, 1 ½ day

Registration and Check-in: Lakeview Hotel, November 2015	
<b>Annual IARU Workshop on Global Medical Collaboration</b> (Day 1, November 2015)	
<b>Session I: Project follow-ups and Proposed New Projects</b>	
08:30 – 12:00	<ol style="list-style-type: none"> <li>1. Welcome Address by PKU President Enge Wang</li> <li>2. Project follow-up I</li> <li>3. Project follow-up II</li> <li>4. Proposed New Project I</li> <li>5. Proposed New Project II</li> <li>6. Group Discussion</li> </ol>
12:00 – 13:00	<i>Lunch</i>
<b>Session II: 2015 Main Topic on Global Medical Collaboration</b>	
13:30 – 17:30	<ol style="list-style-type: none"> <li>1. IARU Member Project I</li> <li>2. IARU Member Project II</li> <li>3. IARU Member Project III</li> <li>4. IARU Member Project IV</li> <li>5. IARU Member Project V</li> <li>6. Group Discussion</li> </ol>
18:30 – 20:30	<i>Banquet at Lakeview Hotel</i>

<b>Annual IARU Workshop on Global Medical Collaboration</b> (Day 2, November 2015)	
<b>Session III: Global mHealth Policy Comparison</b>	
08:30 – 10:30	<ul style="list-style-type: none"> <li>- Australian National University</li> <li>- ETH Zurich</li> <li>- National University of Singapore</li> <li>- Peking University</li> <li>- UC Berkeley</li> <li>- University of Cambridge</li> <li>- University of Copenhagen</li> <li>- University of Oxford</li> <li>- The University of Tokyo</li> <li>- Yale University</li> </ul>
10:30 – 11:00	<i>Coffee Break</i>
<b>Session IV: Brainstorm and Feedback</b>	
11:00 – 12:00	All IARU Member representatives
12:00 – 13:30	<i>Lunch</i>
13:30	<i>Adjourn</i>

## Appendix – 2014 PKU IARU Workshop Agenda



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

IARU Workshop on Real Life Medicine

### PKU IARU Workshop Agenda

Host: Prof. Dongmin Chen, Peking University  
December 3, 2014  
Peking University, Beijing, China

Time	Program
08:30-08:40	Welcome Address by Peking University President Enge Wang Welcome Address by IARU Chairperson Ralph Eichler
08:40-08:55	Round-Table Introductions
08:55-09:00	Group Photo Session
<b>09:00-12:00</b>	<b>Session I: Pilot Projects in Real-Life Medicine/mHealth</b>
09:00-09:10	<b>Leading Speech: Real-Life Medicine/mHealth in PKUIH</b> Fan Liu, MD, Vice President for IT, PKUIH
<b>09:10-10:00</b>	<b>Project 1 : Real-Life Medicine Cardiology</b>
09:10-09:25	<b>Supporting Heart Failure Patients Through Personalized Mobile Health Monitoring</b> Kazem Rahimi, MD MSc MRCP Associate Professor of Cardiovascular Medicine, University of Oxford Deputy Director, The George Institute for Global Health James Martin Fellow in Healthcare Innovation, Oxford Martin School Honorary Consultant Cardiologist, Oxford University Hospitals NHS Trust
09:25-09:40	<b>Guiding the management of heart failure within a real-life clinical setting</b> Jingyi Ren, MD Professor & Vice Chair, Dept. of Cardiology Peking University People's Hospital
09:40-10:00	<b>IARU Group Discussion and Participation</b>
10:00-10:10	Coffee Break
<b>10:10-12:00</b>	<b>Project 2 : Real-Life Medicine Diabetes</b>
10:10-10:25	<b>Real world perspective study on basal insulin therapy in type 2 diabetes in China</b> Linong Ji, MD Director, Peking University Diabetes Center Director, Department of Endocrinology and Metabolism Peking University People's Hospital
10:25-10:40	<b>Personalized therapy to Diabetes</b> Rury Holman, MD Director, Diabetes Trials Unit, University of Oxford Founding Academic Chairman, Oxford Centre for Diabetes, Endocrinology and Metabolism
10:40-10:55	<b>Advancement and challenges in mobile health for diabetes mellitus</b> Lawrence Ho, MD Vice Dean (Research), Yong Loo Lin School of Medicine Professor of Medicine, National University of Singapore

IARU Workshop on Real Life Medicine



INTERNATIONAL ALLIANCE OF  
RESEARCH UNIVERSITIES

## IARU Workshop on Real Life Medicine

10:55-11:10 **Use of technology in real life-timed feedback for increased motivation and adherence in type-2 diabetics**

Henning Langberg, PhD  
Professor in Rehabilitation and telehealth, Dept. Public Health  
University of Copenhagen

11:10-11:25 **Personalized medicine in Zürich related to obesity and diabetes**

Christian Wolfrum, PhD, Translational Nutrition Biology/D-HEST, ETH Zürich

11:25-12:00 **IARU Group Discussion and Participation**

12:00-13:30 **Lunch**

### 13:30-15:50 **Session II: Global mHealth Policy Comparison**

13:30-15:10 **IARU Member Presentations (10 min each)**

1. Australian National University (Nicholas Glasgow)
2. University of Tokyo (Yoichiro Matsumoto)
3. Yale University (Paul D. Cleary)
4. ETH Zürich (Qiuting Huang)
5. National University of Singapore (Lawrence Ho)
6. Oxford University (Kazem Rahimi)
7. UC Berkeley (Julia Walsh)
8. University of Copenhagen (Henning Langberg)
9. Peking University (Fan Liu)
10. University of Cambridge (Xiang Sun)

15:10-15:50 **Brainstorm and Discussion**

15:50-16:20 **Coffee Break**

### 16:20-17:40 **Session III: Global Medical Collaboration- Themes and Projects for 2015**

16:20-16:30 **PKU Proposal: Annual IARU Workshop on Global Medical Collaboration (PKU as a default host)**

Dongmin Chen, PhD  
Peking University

16:30-16:45 **Potential Project 1: Initiative Study in Sleep Science**

Fang Han, PhD  
Peking University People's Hospital

16:45-17:00 **Potential Project 2: Exploring the under-diagnosis and prevalence of Autism Spectrum Conditions in China**

Xiang Sun, PhD  
University of Cambridge

17:00-17:40 **Brainstorm and Open Discussion for New Projects**

17:40-18:00 **Closing Remarks and Comments**

18:00-18:30 **Networking and Adjourn to Banquet**

18:30-20:30 **Banquet at Lakeview Hotel**

IARU Workshop on Real Life Medicine

## 2.8 Research Administrators' Network

<b>Lead</b>	University of Copenhagen
<b>Reporting</b>	Jan Andersen (UCPH)
<b>Executive summary</b>	<p>The Research Administrators emphasize the value of the network which allows them to informally exchange expertise in global collaborations and share knowledge on administrative, financial and legal issues in the dynamic environment of changing rules and regulations of the funding bodies.</p> <p>In addition to the sharing of best practices, the network develops shared resources. The Research Administrators have set up a template for Fellowship Programs within Horizon 2020 (Marie-Sklodowska-Curie actions). The template addresses work conditions as well as legal, financial and administrative questions. Further, the network is working on a lexicon for a common understanding of different funding terminologies. Once finalized, the Marie-Sklodowska-Curie template and the lexicon will be published on the IARU website. Further, the network is evaluating whether a metrics system – a mutual accepted standard for presenting and comparing key data among IARU institutions – would be of added value.</p> <p>The Research Administrators suggest organizing a funding forum back-to-back with a Presidents' Meeting. The forum would serve as a platform for a discussion with major stakeholders from industry and foundations on barriers and potentials in private research funding and how to increase the global competitiveness of the IARU universities. An oral presentation of the idea will be given at the meeting.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Report</b> on the ongoing activities of the network</li> <li>▪ <b>Proposal</b> to organize a forum for major international funders back-to-back with a Presidents' Meeting (oral presentation only)</li> <li>▪ <b>Funding request</b> of USD 30,000 for Research Administrators' Meetings in 2016, 2017 and 2018</li> </ul>
<b>Funding to date</b>	<ul style="list-style-type: none"> <li>▪ <i>up to USD 10,000</i> Research Administrators' Meeting (Sept. 2015)</li> <li>▪ USD 5,255 Research Administrators' Meeting (Oct. 2014)</li> <li>▪ USD 8,736 Research Administrators' Meeting (Sept. 2013)</li> </ul>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b></p> <p>The 3<sup>rd</sup> meeting of the Research Administrators' Network was held in Oxford on 1–2 October 2014. A major theme in all meetings of the network has been how to reduce administrative barriers to research collaboration. The group has made a first draft for a common IARU agreement on how to handle Marie Curie fellowships in the Horizon 2020 program. Another outcome of the collaboration is a first draft of a joint lexicon, where the research administrators share terms and phrases in international research collaboration. It is foreseen to share the</p>

knowledge base on the IARU website.

The network suggests holding a seminar on “Funding of Research”. Major funding companies and foundations would be invited to a networking event with the IARU Presidents and Research Administrators’ Officers with the aim to increase the individual partners’ competitiveness for funding. Senior Officers questioned whether such an event would achieve the desired outcome and create a platform for broader discussions. The foundations would have to be selected very carefully. Senior Officers asked the Research Administrators to prepare a proposal to be presented to the Presidents in March 2015.

#### **Presidents’ Meeting, April 2014**

One of the main topics discussed at the 2<sup>nd</sup> 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.

## IARU Research Administrators Network Position Paper

### Research Administrators Network – Principles and Communalities

The IARU Research Administrators Network (RAN) was founded 2011 in Copenhagen to bring together representatives from all member universities to elaborate best practices and benchmarking of research administration and advise the universities' strategic research management structures.

Research plays an essential role in the innovation process and significantly contributes to the progress of society. The main goal and mission of the RAN is to support and promote research at IARU universities and its application for intellectual, economic, social and cultural benefit. Research Administrators support universities in the challenges and their changing role they are facing in the 21<sup>st</sup> century:

- Universities are increasingly dependent on external funding of research, in large, often international, collaborative projects.
- Universities are seen as drivers for economic growth and contributors to solving global challenges. Political agendas for utilization and exploration of research outcomes, impacts of research, have become a key notion in governments and by funders.
- Research on a global level has an impact on the mobility of researchers. Mobility is requested by funders and is a prerequisite for an academic career. In order to attract the best researchers, universities must enable and facilitate mobility.
- Open access for research publications and research data provide a huge potential for scientists and society, but is also connected to challenges for institutions to manage and maneuver in this new world of openness called Science 2.0.

Research Administrators understand themselves as facilitators who enable international collaborations and make sure that their institutions comply with rules and regulations of the funding bodies. The members of the RAN have an extensive expertise in research administration and management and are known experts in their field tracking and analyzing the influence of third party funding onto policy aspects of our universities. The IARU Network contributes to the expertise and quality of the research activities via the sharing of good practice, developing shared resources, staff exchanges (where appropriate) and coordinated actions aimed at reviewing and improving support for academics and researchers and for academic research leaders.

The activities of the RAN Network are in line with the IARU principles, specifically with the strengthening international collaborations, supporting and encouraging researchers across IARU in funding applications and management of the projects. The network lays a strong focus on developing templates that allow cooperative activities to be undertaken more easily.

The RAN is a common platform for the exchange of information on global collaborations and mutual administrative, financial and legal issues. The platform enables the Research Administrators from the different IARU institutions to informally get information from experts in the Universities who are familiar with the respective funding scheme (e.g. Horizon2020 program, US-funding programs). They

gather the necessary information and elaborate good practices that help researchers in submitting proposals and ensure compliance. Understanding the rules and regulations of the respective programs is the key for successful collaborations. The RAN is a very valuable platform in this respect. Often institutions lack the critical mass of grants (e.g. European Institutions have not as many US grants as European Grants) and therefore require an extraordinary effort to follow-up with the changing rules and regulations of other funding agencies, the role of the IARU collaboration is very important for the exchange of this type of knowledge. Day to day questions can be handled in an informal way.

### Activities of the Network

The focus of the activities is manifold. The RAN has set up a template especially for Fellowship Programs within Horizon 2020, the so called Marie-Sklodowska-Curie actions. The template addresses work conditions as well as legal, financial and administrative questions. This standard template between IARU institutions is a comprehensive document for the execution of the project. Other templates for different funding instruments will follow in 2015.

Another crucial issue in working on an international level is the common understanding of the varying funding terminologies. Therefore the RAN decided to set up a lexicon with the important working terms including the description of their meaning used in the daily business. This lexicon will not only be an added value for the RAN and help to better understand the counterpart but also help to avoid misunderstandings. The lexicon is a working tool not only for Research Administrators but also for researchers.

Furthermore the RAN intends to establish in the coming years an instrument for staff exchange between the IARU institutions enabling Research Administrators within the Network to gather first-hand information and share best practices in a very intense way. Short term staff exchanges have proven as a very rewarding experience, not only for the staff member abroad but also for the hosting party. Therefore the RAN will actively explore the possibilities, of each office self-resourcing one IARU personnel exchange for a period of between one and two weeks over the next three years. The exchanges will be agreed upon a bilateral basis and the host together with the Research Administrator will elaborate a tailored program. This instrument is seen as a basis for a sustainable collaboration among IARU members.

### Outlook

The RAN is convinced of the necessity of the group and would like to continue and strengthen its activities in the future. The members see a lot of potential and especially added value for the researchers and universities in international collaborations. Annual meetings with duration of 2 days allow sufficient time for best practice exchanges as well as networking. The upcoming meeting is scheduled for 15–16 October 2015 in Berkeley with a specific focus on US international funding mechanisms and online collaborations.

Besides continuing the current activities, the group will evaluate whether a Metrics System, a joint knowledge platform of research information, building on the methodology from SNOWBALL Metrics, would be of added value.

The Berkeley meeting will be an ideal podium to discuss the idea of a “Funding Forum”, based on the feedback from the Presidents’ Meeting 2015<sup>1</sup>, with stakeholders from industry and foundations. In a global funding environment, these funding sources are of utmost importance and the forum could be a platform for the discussion of barriers and potentials in private research funding and how to increase the global competitiveness of the IARU universities.

### Planned Activities 2015–2018

To summarize the above mentioned activities, the members of the RAN agreed during the last meeting to focus on the six activities as summarized below. The aim of these long-term activities is also aimed at a further integration with the overall development of IARU:

1. Mobility and Collaboration Agreements
2. Lexicon as a common platform of understanding
3. Staff exchanges
4. Annual meetings
  - Berkeley, 15–16 October 2015
  - Canberra, 9–10 September 2016
  - 2017 tbd
  - 2018 tbd
5. Global funding of research: Funding Forum
6. IARU-Shared Metrics

### Budget 2015–2018

The network anticipates costs for its activities for the next three years as follows:

3 Annual Meetings 2016–2018 (organisation/administration): **USD 30,000**

### Members of the Research Administrators Network

University	Member
Australian National University	Douglas Robertson
ETH Zurich	Agatha Keller
National University of Singapore	Wang Hui
Peking University	Yang Lingchun Fan Shaofeng
University of California, Berkeley	Patrick Schlesinger
University of Cambridge	Peter Hedges

<sup>1</sup> It has been discussed in the Research Administrators’ Network to plan a “Funding Forum” for the IARU Presidents, and it is proposed that the IARU Presidents invite 1-2 global research funders to give key note presentations at the forthcoming Presidents’ Meeting in Oxford 2016 to elaborate the feasibility of this idea.

University of Copenhagen	Jan Andersen Kim Brinckman Poul Petersen
University of Oxford	Glenn Swafford
The University of Tokyo	Yukitsugu Ono Hiroyuki Sano
Yale University	Andrew B. Rudczynski

## 2.9 Value of Research-Intensive Universities

<b>Lead</b>	n/a
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<p>In February 2014, the IARU position paper on the Value of Research-Intensive Universities, including case studies from the member universities, was published on the IARU website. In order to keep the website relevant, President's agreed to have the case studies updated regularly.</p> <p>In early 2015 links to new research impact studies have been added from ETH, PKU, Cambridge and Oxford.</p>
<b>Funding to date</b>	USD 12,151: Workshop, October 2010
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b> With the publication of the report on the IARU website in February 2014, the initiative was brought to an end. To keep the page up to date and relevant, Presidents have agreed that the information should be updated on a regular basis. The Secretariat will send out an invitation to the partners to contribute new case studies and links to the report. The aim is to have an updated page for the Presidents' Meeting 2015.</p> <p><b>Presidents' Meeting, April 2014</b> The position paper on the "Value of Research Intensive Universities" and the website write-up have 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.</p> <p>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.</p>



## 2.10 Sustainable Campus Initiative

<b>Lead</b>	University of Copenhagen
<b>Reporting</b>	Mr. Tomas Refslund Poulsen (UCPH)
<b>Executive summary</b>	<p>The Sustainable Campus group has been very productive over the last year and contributed significantly to IARU's external visibility. The group is determined to take the global lead in making universities more sustainable, and developed strategies and activities for the next three years.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Report</b> on the major activities in 2014: <ul style="list-style-type: none"> <li>– The <i>Green Guide for Universities</i> – a joint production of all ten IARU universities and the external think-tank Sustainia – was launched in October 2014. This 145-page booklet gives recommendations on how to make universities more sustainable and shares lessons learned by IARU universities on their own paths to improved sustainability. It is estimated that the promotion activities have reached over 1,000 universities worldwide.</li> <li>The group <b>requests</b> to reallocate USD 3,500 from the budget of the CO<sub>2</sub> Emission Report (formerly “benchmarking study”) to the Green Guide to cover expenses for additional promotion activities. The rest (USD 6,500) would be released for other purposes. No external funding was needed to develop the CO<sub>2</sub> Emission Report.</li> <li>– <i>Making Universities Sustainable Conference</i>: 120 international university sustainability professionals and administrative employees attended the conference which was successfully held on 22–24 October 2014 in Copenhagen.</li> <li>– The group prepared a <i>CO<sub>2</sub> Emission Report</i> outlining the development of the individual institutions' greenhouse gas emissions. Senior Officers recognized the value of this project but criticized that, due to different reporting metrics, the data cannot be used for comparisons. Internationally compatible metrics need to be developed. As this research challenge goes beyond the scope of the Sustainable Campus Initiative, the group <b>proposes</b> to engage an academic working group with this task.</li> <li>– 17 students from all 10 institutions participated in the <i>Sustainability Fellowship Exchange Program 2014</i>. 13 exchanges between 8 institutions are planned for summer 2015. The group is planning to create an IARU Sustainability Fellows community. The 2014 fellowship reports have been published on the IARU website: <a href="http://www.iaruni.org/sustainability/fellowships/reports">www.iaruni.org/sustainability/fellowships/reports</a>.</li> <li>– The partner universities will send their <i>individual campus sustainability progress reports 2014</i> to the IARU Secretariat in May for publication on the IARU website.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>▪ <b>Report</b> on the planned activities, 2015 and beyond: <ul style="list-style-type: none"> <li>– The annual <i>Campus Sustainability Officers' Workshops</i> are essential for evaluating ongoing and defining new activities. The group asks for a total of USD 45,000 to <b>fund</b> the workshops in 2016, 2017 and 2018.</li> <li>– The group <b>proposes</b> to organize a one-day student workshop <i>IARU Global University Climate Forum (IARU-GF)</i> during the UN Climate Change Conference (COP21) on 30 November – 11 December 2015 in Paris. Student teams would be asked to submit proposals in advance of the workshop and present them at the Forum. The actual event would include keynote addresses from IARU faculty members and experts. IARU would be the primary host of this event, in collaboration with the International Sustainable Campus Network (ISCN) and other institutional partners. The group <b>requests funding</b> of USD 15,000, to be covered by reallocation of the unspent money from the website write-up.</li> <li>– The group plans to tackle <i>Energy Management</i> and a <i>Sustainable Laboratory Management</i> at the IARU universities. In a first step, the group will map the approaches and best practices in energy monitoring, metering, management and billing. The group will then strive to make the lessons learned available to internal specialists and to the public – in a similar way to the Green Guide.</li> </ul> </li> </ul>
<b>Funding to date (USD)</b>	<ul style="list-style-type: none"> <li>▪ 3,983 (January 2015) Sustainability Meeting</li> <li>▪ 15,000 (October 2014) Publication IARU Green Guide</li> <li>▪ 25,000 (October 2014) Making Univ's Sustainable Conference</li> <li>▪ 6,060 (March 2014) Sustainability Meeting</li> <li>▪ 8,449 (March 2013) Sustainability Meeting</li> <li>▪ 9,146 (March 2012) Sustainability Meeting</li> <li>▪ 10,000 (2011–2012) Consultancy Fees</li> <li>▪ 7,207 (March 2011) Sustainability Meeting</li> <li>▪ 4,055 (February 2010) Sustainability Meeting</li> <li>▪ 14,000 (October 2008) Sustainability Meeting</li> <li>---</li> <li>▪ <i>up to 10,000 (PM 12)</i> Benchmarking study (unspent)</li> <li>▪ <i>up to 15,000 (PM 11)</i> Website write-up (unspent)</li> </ul>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b></p> <p>Amy Ho, NUS representative in the IARU Sustainable Campus network, presented a report on the activities of the group:</p> <ul style="list-style-type: none"> <li>– The <i>lead</i> of the group has been taken over by UCPH.</li> <li>– The <i>Green Guide for Universities</i> was launched in October 2014. The guide presents key themes, priorities, lessons learnt and recommendations on how to make universities more sustainable and is aimed to demonstrate IARU's universities contributions to and leadership on campus sustainability. The guide is available in hard copy and as a free e-publication on the websites of IARU, the partner universities and Sustainia. Universities have promoted the guide both jointly and individually via national and regional networks reaching more than 1,000 universities, IARU university staff and student</li> </ul>

communities. All partner were encouraged to continue the promotion activities. Additional international press promotion is also planned.

- The *Making Universities Sustainable Conference* was successfully held on 22–24 October 2014 in Copenhagen with over 110 participants from 18 countries. The general feedback from the conference was very positive. Based on this success, the group will look into organizing another event.
- The Sustainability Officers have completed a comparative study of the member institutions' greenhouse gas emissions and their individual mitigation strategies (*IARU Universities Emissions Report*). The emissions data show significant differences between the partners. Emissions are either reported as CO<sub>2</sub> equivalent or CO<sub>2</sub> only. Not all partners were able to collect scope 3 data (indirect emissions from sources not directly controlled by an institution) and the data cover different time periods. Senior Officers tasked the Sustainability Officers to agree upon common metrics to be applied across all partner universities to allow for comparability and benchmarking and revise the report before publishing it on IARU's webpage. Gerhard Schmitt (ETH) offered to assist the group in the data collection and visualization of the results. All Senior Officers showed commitment to further invest in this project and would be willing to provide the group with further resources if needed.
- The *Sustainability Fellowship Exchange Program* continues to be successful. 17 exchanges took place in 2014 with students completing high quality projects on a range of sustainability topics. All partners participated in the exchange.
- A roadmap with the *vision and planned activities* of the group for the next 3 years will be presented at the Presidents' Meeting 2015.

The Chair congratulated the group to the excellent work. In particular the publication of the Green Guide and the Making Universities Sustainable Conference have contributed significantly to IARU's visibility.

#### **Presidents' Meeting, April 2014**

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

- *Campus Sustainability Officers Workshop*: The group held its 5<sup>th</sup> 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.
- *CO<sub>2</sub> Benchmarking Report*: The original idea of a CO<sub>2</sub> 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 CO<sub>2</sub> 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.

## Report

The IARU Sustainable Campus Initiative group has been very productive over the last year and has worked intensively on a number of key activities demonstrating IARU universities taking a global leadership in making universities more sustainable.

In autumn 2014, the IARU Sustainability Initiative launched two significant initiatives: The *Green Guide for Universities* and the *Making Universities Sustainable Conference*.

## Activities in 2014

### Green Guide for Universities



The Green Guide was internationally launched in October 2014. This 145-page book was jointly developed by the sustainability offices of the IARU universities, and identifies key themes to address when making universities more sustainable. It offers priority issues to address, recommendations, and lessons learned by IARU universities on their own paths to improve sustainability, with a particular focus on the environmental aspects. The guide includes 23 inspiring case studies that have made measurable differences at IARU universities.

The Green Guide was developed together with Sustainia, an international think-tank that helped to develop a professional and appealing layout for the book and associated online outreach and materials. IARU and Sustainia benefit mutually from the Green Guide being promoted via IARU universities and Sustainia's communication platforms. The development of the Green Guide served several purposes:

- it demonstrates the global sustainability leadership of the IARU universities;
- it contributes to increased international focus on sharing and development of principles for university sustainability;
- it enhances collaboration and sharing of strategies, initiatives, and best practices among the IARU universities.

The publication is available online for an international audience and has been promoted via a number of communication platforms leading to over 4,000 downloads. Joint IARU activities to promote dissemination of the book include:

- Posts on the IARU website, the Facebook account “IARU Secretariat,” and the IARU GSP Facebook page ([www.facebook.com/groups/iaru.gsp](http://www.facebook.com/groups/iaru.gsp))
- Promotion at *Making Universities Sustainable Conference* in Copenhagen in October 2014
- Promotion at the IARU Sustainability Science Congress in Copenhagen in October 2014

Additional promotion by individual IARU universities included:

- Press releases
- Social media (LinkedIn, Facebook, Twitter)
- Newsletters
- Dissemination via a number of regional and international networks (ISCN, NSCN, UNGAF, HEEFI, H.I.S etc.)

In addition, a Twitter campaign facilitated by Sustainia, created additional attention around the guide from 8 December 2014 to 15 January 2015. During this period, nearly 700,000 Twitter users viewed the campaign and its messages about the Green Guide. These tweets were distributed using #IARU2014, with the idea that this campaign can be enhanced for future shared outputs. Based on this information, it is estimated that current Green Guide promotion activities have reached over 1,000 universities worldwide. The University of Tokyo and Peking University are considering translation to their respective languages, which would considerably boost the reach of this project.

### **Making Universities Sustainable Conference**

Parallel to the *2014 IARU Sustainability Science Congress*, IARU hosted the *Making Universities Sustainable Conference*. The Green Guide served as the backbone for the development of the conference themes and IARU universities presented a number of cases for inspiration and discussion.



The conference was attended by 120 international university sustainability professionals and administrative employees, and provided participants unique opportunities to learn and share best practice and develop valuable new approaches. A survey of attendees showed that the conference was a success, as over 90% found it to be “extraordinary” or “good”, and the responses showed high probability that future events would be recommended to colleagues.



## MUSC – Participants' Feedback

- *It was a brilliant conference! I learned a lot, connecting to other people was extremely easy. Thank you for this amazing conference*
- *Best conference in 3 years*
- *Again, thank you for a wonderful conference. We can't stop talking about it (and implementing some of new initiatives thanks to it!) here at the University of London*
- *Greatly exceeded my expectations and I enjoyed being a part of it.*
- *We will send a bigger delegation to this conference next time.*



## CO<sub>2</sub> Emission Report

In 2014, the IARU SCI members prepared a report to compare how each of the member institutions is measuring and reporting on greenhouse gas emissions. The intent of the process was not to enable nor to establish a ranking within the institutions, but to offer a landscape review of the respective emissions profiles and mitigation strategies. By assessing the data collectively, the IARU SCI group determined that there were significant differences between the reporting periods and types of emissions data reported by the individual institutions. Despite these challenges, the report gives a picture of institutional commitment and potential opportunities to improve sustainability performance.

Each of the IARU universities currently puts considerable effort into reporting on greenhouse gas emissions data collection and analysis. Several of the IARU universities are required to use local, national, or international regulation or reporting standards. Additionally, some of the IARU universities have committed to third-party verification of data and reporting. The report demonstrated that these multiple reporting methods preclude useful quantitative comparison between the IARU institutions at this time. However, the report also provides a valuable background for the IARU sustainability group when developing future joint IARU carbon reduction and mitigation initiatives and strategies.

This report was offered as a point of discussion at the IARU Senior Officers Meeting in 2014. As per that presentation, the IARU SCI group recognizes that the report highlights a globally important weakness in greenhouse gas reduction strategies – namely, that while robust international protocols for greenhouse gas reduction accounting exist, they have not been broadly adopted in higher education institutions. Given the strength of the 10 IARU institutions, the relatively small size of the group, and

the degree of commitment that each has demonstrated in committing to greenhouse gas reductions, the exercise of developing common metrics and standards for emission reporting has the potential to provide a unique opportunity. In fact, the development of methods for transitioning universities to internationally compatible universal metrics would be a significant contribution to addressing today's most pressing global challenges. However, given the nature of the research challenge, this project would transcend the SCI group and its resources, and would be best-positioned for success were it led by IARU faculty members in collaboration with sustainability employees. The recommended next steps for this project would be to secure academic leadership, with the support of the Presidents, and then to identify an academic working group which will be actively supported and enabled by the IARU SCI group.

The report will provide a valuable background for the IARU sustainability group in development of future joint IARU carbon reduction and mitigation initiatives and strategies. Here, the IARU SCI plans a follow-up showcasing successful greenhouse gas mitigation strategies during the next 2 years.

### **Sustainability Fellowship Exchange Program**

Thirteen exchanges between eight institutions are planned for summer 2015. The SCI group wishes to support the creation of a community of IARU Sustainability Fellows in order to help to improve opportunities for Fellows to connect with each other and to share experiences and information. In 2015, the means to achieve this will include the use of an IARU Sustainability LinkedIn group. This group will be used as a portal for an array of IARU sustainability activities, one of which will be blog-style entries by Fellows. Joining this group will also allow IARU Fellows to stay in touch with each other and with their host institutions as they graduate and become professionals. In addition, one or two video-conferences will be arranged to allow Fellows to meet each other virtually and share information on their projects. Oxford and Cambridge already link their Fellows by organizing visits for them to each other's institutions and this has worked well for many years. The use of video-conference will enable this concept to be broadened to all participating institutions.

### **Future Activities**

#### **Building on Success – Continuation of the Sustainable Campus Initiative**

The past years show the great potential of the IARU Sustainability network regarding the in-depth discussion of sustainability topics and the international promotion of sustainability at universities. Over the years, the IARU SCI group has moved from a more narrow approach with the greenhouse gas inventory in 2007 to the now published and internationally acknowledged IARU Green Guide and a more holistic approach to campus sustainability. This shows the evolution of the topic within the highly dynamic SCI group. Even though the IARU universities face different cultural, geographical, and organizational conditions for their sustainability efforts, the ongoing collaboration has proven quite valuable: through sharing experiences and best practices and collaborating on joint initiatives, each member of the group has advanced and collectively IARU is now at the forefront of sustainable campus development.

A formalization of the SCI organization has been developed over the last year and responsibilities and rotation principles has been established. The current organizational setup is:

- SCI Steering Group
  - John Sullivan, ANU
  - Dominik Brem, ETH Zurich
  - Tomas Refslund Poulsen, UCPH
  - Melissa Goodall, Yale
- SCI Secretariat
  - Tomas Refslund Poulsen, UCPH
- SCI group
  - 1–2 representatives from each university

The annual SCI group meeting is essential for developing strategies and activities for the SCI and it also serves as a key platform for exchange of best practice. The following vision and proposed activities have been developed before and at the annual SCI meeting at ETH Zurich on 27–30 January 2015.

Peking University will host the 2016 SCI meeting. The meeting is planned to take place in spring 2016 in time for the development of reporting and proposals for the Presidents' Meeting 2016. PKU representative in the SCI group, Mr. Lu Bin, has proposed that this meeting be enhanced to include a one-day workshop with other Chinese universities in the interest of sharing knowledge and best practices for sustainable universities and green urban infrastructure. This would provide an invaluable opportunity for the IARU institutions to demonstrate continued leadership and to learn more about the context for sustainability in China, which is a global sustainability priority.

The SCI group requests that the IARU Sustainable Campus Initiative will be continued in 2016–2018, and requests a continued annual funding of up to USD 15,000 for the annual SCI group meeting.

### **Vision for the IARU Sustainable Campus Initiative**

Universities can play a significant role in forging the path to a sustainable future. By our nature, we are focused on research, teaching and service and as institutions, tasked with training the world's future leaders. The universities of IARU have taken on the challenge to work together to promote and share our joint best experiences on the road to sustainability internationally.

Universities exhibit sustainability in ways that should be complementary – operations, teaching and research. We demonstrate to students, faculty, staff, alumni and the public that we are responsible and willing to take the lead in creating a more sustainable tomorrow, we are doing so in a way that benefits from the credibility of the university voice. In other words, we have the ability to manifest sustainability – not only in theory, but in practice in everyday life on university campuses. We aim to inspire the 40–50 thousand annual students who graduate from IARU universities to be sustainable in their daily lives and to act as ambassadors for sustainability in their professional lives.

Creating a culture of sustainability for today's students will shape their expectations for how the world should be. At the same time, we are creating healthier, cleaner, safer, and more productive workplaces for university employees and students. In providing real-world examples of environmental, financial, and social successes, we hope to inspire innovation and creative action in universities around the

globe. We will pursue the path from institutions developing ad hoc sustainability programs autonomously to a more collaborative effort to unite voices and learn from each other's experiences.

### Proposed Activities and Projects for 2015–2017

Based on the vision, the SCI group has developed projects and activities that meet four criteria:

- Supports or contributes to our own efforts to enhance sustainability at each IARU university and in a way that is linked to existing university priorities and activities
- Develops new knowledge on key aspects of university sustainability and facilitates sharing of best practices between IARU universities
- Benefits from being affiliated with the IARU alliance
- Demonstrates global leadership and enhances sustainability at universities globally

### Activities and Projects 2015–2017

- Activity 1: IARU Global University Climate Forum (2015–16)
- Activity 2: Energy management (2015–16)
- Activity 3: Sustainable laboratory management (2016–17)
- Activity 4: Carbon-reporting, reduction and mitigation (2015–2017)

#### Activity 1: IARU Global University Climate Forum (2015–16)

In December 2015, the United Nations will convene the 21<sup>st</sup> session of the Conference of the Parties to the UN Framework Convention on Climate Change (COP21) in Paris, France. This conference will set the course for global action on climate change at what might be considered the most pivotal time to-date. International compacts such as the one anticipated from COP21 are imperative for establishing shared goals and distributed accountability in addressing global challenges. To effect enduring change, there is a real need to engage actors and stakeholders at various scales.

Universities are uniquely qualified to develop local solutions to climate change: they have the capacity to test models and systems and to promote innovation as well as the enthusiasm and vested curiosity of students and expertise of the faculty. In order to promote local action in the context of the global negotiations, IARU will host a one-day student workshop, the **IARU Global University Climate Forum (IARU-GF)**, during COP21. Student teams will be asked to submit proposals in advance of the workshop and then offer a presentation on their ideas during a parallel event in Paris in December 2015. Proposed projects must be actionable by students and demonstrate how the environmental benefits will be measured. Ideally, each proposal will also offer financial benefits and demonstrate some value to the community surrounding their campuses. Faculty and/or staff sponsorship will be suggested, but not required. All viable project proposals will be accepted. The actual event will include keynote addresses from IARU and partner institution faculty members and experts, a poster session for participating teams, and activities to provide students with feedback and support. Following the event, participating student teams will be asked to report on their progress on a monthly basis.

IARU will be the primary host for this event. Additional logistical and communications support will come from the International Sustainable Campus Network (ISCN) and additional institutional partners.

The workshop builds on previous successful workshop of this kind: The first was co-hosted by Yale and the University of Copenhagen and took place in 2009 in Copenhagen during the 15<sup>th</sup> Conference of Parties. The second took place in Rio de Janeiro during the 2012 Earth Summit.

Funding request: USD 15,000

- Execute the workshop in Paris (room rental, catering, material etc.)
- Establish an online platform for presentation and sharing of the accepted student projects and facilitating exchange of progress and experiences between the student groups following the workshop
- Promotion and communication activities in relation to COP21 for the event, and for the IARU Green Guide for Universities

The SCI requests that funding is covered by reallocation of unspent money from the website write-up (PM 2011). This work was completed by ANU using internal resources.

### **Facilitate development and exchange of best practice on key aspects of university sustainability**

Based on the Green Guide for Universities and the CO<sub>2</sub> reporting project, the SCI group has identified some of the most critical and challenging sustainability issues relevant to universities. Key priorities for the following two years are identified as Energy Management and Laboratories. Joint identification and sharing of best practice between IARU universities will serve as the platform for international communication and promotion of best practice internationally.

#### **Activity 2: Energy Management (2015–16)**

There are marked differences in the way each IARU institution approaches energy in monitoring, metering, management, and billing, as well as the presentation of energy consumption data and anecdotal strengths and weaknesses to the various approaches. Additionally there are significant differences in the granularity of data collected and in approaches to leveraging carbon emission reductions. There is a clear opportunity to learn quickly through systematic comparison and developing a shared palette of management strategies and behavior change programs which deliver carbon and cost savings for all institutions.

This project would be delivered in two phases:

1. The first phase (2015) would collate a matrix of approaches and best practice examples, identify key themes, and form the basis of a repository to be drawn on by IARU members.
2. The second phase (2016) would be largely dependent on the conclusions of the first but potentially, identifying common metrics, patterns by building use and function would provide further opportunity for targeted actions by members. The second phase would also comprise the promotion and dissemination of learning and fulfill IARU's aspiration to lead in sharing best practice.

#### **Activity 3: Sustainable Laboratory Management (2016–17)**

The IARU members define themselves as being research-intensive institutions. Although undertaking laboratory research in comparable risk environments, there are significant differences in the management practices (both in services and activity) across IARU institutions. There are also a variety

of delivered interventions in both areas which have demonstrated significant and ongoing energy, carbon and management improvements. Mirroring the energy management initiative, there is a clear opportunity to deliver a project in two phases:

1. First, to systematically collate this collective experience
2. Second, to share its benefits to deliver incremental improvements and subsequently to move to disseminate this internationally.

Both the laboratory and energy initiatives present an opportunity for all institutions to integrate the work of fellows both during their placements and later on when they return to their home institution.

#### *Timing & Milestones*

Activities will be delivered over three years with the project on Energy Management starting in 2015 and the Laboratory Management project starting in 2016. Activities within the second year of both projects will largely depend on the conclusions of the first. The energy management stream will be led by the University of Oxford and the laboratories stream by the University of Copenhagen. Two supporting institutions have been nominated for each of these initiatives.

Year one for both of the projects is not anticipated to require funding, though this will be evaluated in time for the Senior Officers' Meeting in November 2015.

Funding will be sought at the Presidents' Meeting in April 2016 for the second phase. Potential activities could include workshops for IARU members Facilities Management and Health and Safety teams, presentations and workshops at a potential future IARU Making Universities Sustainable Conference, web based and/or published toolkits for the use within the group respectively to demonstrate leadership within sector and an inventory of resources and experience collected over the lifetime of the IARU alliance.

#### *Activity 4: Carbon Reporting – Reduction and Mitigation (2015–2017)*

The recommended next steps for this project would be to secure academic leadership, with the support of the Presidents, and then to identify an academic working group which will be actively supported and enabled by the IARU SCI group (e.g. providing raw data).

The report will provide a valuable background for the IARU Sustainability group in development of future joint IARU carbon reduction and mitigation initiatives and strategies. Here, the IARU SCI plans a follow-up on showcasing successful greenhouse gas mitigation strategies during the next 2 years

ETH Zurich will lead this activity.

## 2.11 Sustainability Science Congress 2014

<b>Lead</b>	University of Copenhagen
<b>Reporting</b>	Prof. Katherine Richardson (UCPH)
<b>Executive summary</b>	<p>The Sustainability Science Congress, which took place on 22–24 October 2014, attracted a total of 761 participants. It was regarded as a great success in terms of the quality of the scientific content, bringing together disciplines and sectors, participation by high-level political profiles, and in terms of media coverage and logistics.</p> <p>The IARU participation was noticeable, primarily from ANU, UTokyo and the host UCPH, but individual IARU universities could have offered greater support for their scientists and PhD's to participate in the event.</p> <p>The main scientific output is expected to be published in a special issue of the popular magazine 'Solutions' during 2015.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Final report</b> on the Sustainability Science Congress 2014</li> </ul>
<b>Funding to date</b>	<ul style="list-style-type: none"> <li>▪ USD 15,000            Congress in 2014</li> <li>▪ USD 16,500        <i>Scientific Congress on Climate Change 2009</i></li> </ul>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b></p> <p>On behalf of IARU, UCPH hosted the Sustainability Science Congress on 22–24 October 2014. Approximately 800 participants from over 50 countries attended the congress. The program included five plenary sessions with topical overviews and 15 special sessions dedicated to specific sustainability challenges. Speakers/session organizers from all IARU universities were present.</p> <p>Partners reported very positive feedbacks and thanked UCPH for having organized this large-scale congress.</p> <p><b>Presidents' Meeting, April 2014</b></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

## Report on the IARU Sustainability Science Congress 2014

Here follows a short summary of the congress. It was decided by the Congress Steering Committee to produce a short film as the main form of report to the IARU Presidents. The movie will be ready at the end of February, i.e. ready for presentation at the next Presidents' Meeting.

### The Congress in Numbers

The three-day congress consisted of the opening and closing session, four plenary sessions, 15 thematic parallel session of 3–4.5 hours' duration, and three poster sessions, which together covered the themes from the 15 parallel sessions. The congress hosted 127 oral presenters, including two speakers presenting via Skype, and 66 poster presenters.

A total of 840 people from 54 countries were pre-registered for the congress, with 786 having a scientific interest in the congress and the rest either being short-time VIP participants or support staff. When accounting for lack of attendance and late cancellations, the exact number of participants was 761 with 697 having a scientific interest in the congress. Adding to these numbers, the congress was followed by an online audience through live streaming: 206 viewers joined the opening session, while the rest of the plenary sessions had between 67–187 live online viewers.

450 people were active in the congress twitter debate and the website had up to 1,778 unique visitors per day during the congress.



*Figure 1. The pre-registered participants represented 54 countries*

All IARU universities were represented, with 238 participants from the University of Copenhagen and 41 participants in total from the other IARU partners, primarily from Australian National University and the University of Tokyo.

Highly respected and leading international scientists were among the keynote speakers as well as the session organizers. Furthermore, the Danish Prime Minister, the Danish Minister for Climate, Energy and Building, the EU commissioner for Climate Action and the UN director of the Sustainable Development Solutions Network spoke in plenary sessions.

The private sector was represented in plenary sessions with the President of PensionDenmark, the President of the World Business Council for Sustainable Development and several other speakers from the business sector in the parallel sessions. Furthermore, five businesses sponsored the event, together with the main foundation sponsor.

56 journalists registered for the congress. These included the leading Danish news outlets but also international journalists, including invited journalists from developing countries. The congress attracted significant press coverage, including in-depth double page spreads in several Danish papers. A list of press clippings is available at:

[http://sustainability.ku.dk/sustainability-lectures/previous/iarucongress2014/news/press\\_clippings/](http://sustainability.ku.dk/sustainability-lectures/previous/iarucongress2014/news/press_clippings/)

## Feedback

The congress has received overwhelmingly positive feedback from participants, speakers and students. The main points that were highlighted were:

- The breadth of scientific topics
- The organization of scientific talks (including debates etc.)
- The visible support and appearance of political and UCPH leadership
- The scientific diversity and networking opportunities
- Informal set-up and junior-senior interactions
- An electronic guide to ask questions from the audience to the main stage
- Musical entertainment
- Logistics and overall organization
- The support from the local congress secretariat and communications team leading up to the congress

## Side Events

Four side events and a parallel conference took place during or leading up to the congress:

- The Copenhagen Competition. An output video is available for more information: <http://youtu.be/8mtqtEnc870>
- A PhD course for non-economists on 'The Economics of Sustainability, Growth, and Climate Change' with 20 international PhD students
- An interdisciplinary student energy game with 29 participants
- A young researchers workshop on the Sustainable Development Goals for approximately 70 early career researchers with the UN director of the Sustainable Development Solutions Network
- Making Universities Sustainable Conference with 120 participants from 19 countries, including 10 participating IARU Universities

## IARU Collaboration

The official contacts for the IARU alliance were regularly kept informed during the congress planning phase and were provided with promotional material for distribution at their local universities. Most partners confirmed they were working actively to promote the congress locally, and some presenters from IARU universities engaged directly with the congress communications team to promote their talks leading up to the congress. Despite of this, the congress did not attract the number of IARU participants that could have been expected, when considering the great potential and network of 10 leading research universities.

A good communication also took place with the official IARU Secretariat, which was very willing to share news and updates on the congress.

Nevertheless, it was a problem that some potential IARU speakers, session organizers and members of the scientific steering committee were not able to join the congress due to financial constraints. It was a disappointment and an obstacle for the congress secretariat that the IARU universities in general did not financially support the participation of their local researchers, many of whom were an essential part of creating and carrying out the scientific program and making the congress a successful event. Based on these experiences, it can be recommended that should the IARU alliance embark on a similar exercise in the future, expectations of the support by the individual universities should be more clearly defined and agreed upon at the outset of the endeavor.

## Output

All abstracts, plenary webcasts and press clippings are available at the congress website: <http://sustainability.ku.dk/iarucongress2014/>.

Food, energy and urban systems soon became central points in the scientific discussions, acknowledging that science, society and education need to adapt to a systems-based approach, if society is to solve the global sustainability challenge.

In addition, there was an urgent call for social sciences to deliver new knowledge and understanding of people's behavior and what can stimulate changes.

Finally, the debates highlighted the need to strengthen the education of the next generation of sustainability scientists and encourage them to build interdisciplinary networks and collaborations.

There was an agreement that the development of systems-based thinking and integrating social and natural sciences, is only possible with a highly interdisciplinary community of researchers and sectors. The congress successfully overcame the traditional barriers between sectors and scientific disciplines and rolled out a new model for dialogue-based sustainability congresses.

The scientific output is expected to be published in a special issue of the popular magazine 'Solutions' during 2015. In addition, several sessions have arranged to have their proceedings published as special issues of more specialized journals.

## 2.12 Technology Transfer Network

<b>Lead</b>	Peking University National University of Singapore
<b>Reporting</b>	<ul style="list-style-type: none"> <li>- Prof. Chen Dongmin, PKU (IP Pooling)</li> <li>- Dr Lily Chan, NUS (Technology Transfer Workshop)</li> </ul>
<b>Executive summary</b>	<p><i>IP Pooling:</i> The external company PatSnap has created a website with selected IPs from PKU and NUS (<a href="http://develop-iaru.patsnap.com">http://develop-iaru.patsnap.com</a>). Partners will be invited to upload their selected patents. The portal would then be ready to be promoted with a link from the IARU website.</p> <p><i>Technology Transfer Workshop:</i> The 4<sup>th</sup> Technology Transfer Workshop will take place on 27 April 2015 at NUS, back-to-back with the two-day event <i>InnovFest unBound</i> focusing on the latest trends in global and Asian innovation.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ an <b>update</b> on the IP Pooling project and an <b>outlook</b> on the Technology Transfer Workshop 2015</li> </ul>
<b>Funding to date</b>	<ul style="list-style-type: none"> <li>▪ <i>Up to USD 10,000: Technology Transfer Workshop, NUS, April 2015</i></li> <li>▪ USD 9'573: Technology Transfer Workshop, ETH Zurich, April 2014</li> <li>▪ USD 15,091: Academic IP Pooling Workshop, Peking University, March 2013</li> </ul>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b> Due to staff shortage at PKU, the development of a pilot portal with sample IP from PKU has been on hold. It is envisaged to have the pilot portal go live before the Presidents' Meeting 2015.</p> <p>The Technology Transfer Workshop held in April 2014 at ETH Zurich focused on entrepreneurship. The participants found it useful to share experiences even though partners work in different environments and take different approaches to technology transfer. The workshop discussed possible collaboration projects, such as staff exchange, the organization of an IARU Entrepreneurship Forum, holding collective presentations to venture capitalist, offering partners access to pre-incubators and setting up a joint coaching network.</p> <p>Senior Officers agreed to support an annual workshop of technology transfer officers and approved funding of USD 10,000 to NUS who volunteered to host the next meeting, to take place in conjunction with the "InnovFest unBound" innovation and entrepreneurship conference on 28–30 April 2015 at NUS. UTokyo signaled interest to join the initiative and ETH offered to contribute actively to the workshop. The initiative will be renamed to "Technology Transfer Network".</p> <p><b>Presidents' Meeting, April 2014</b> At the 2<sup>nd</sup> Technology Transfer Workshop, which was running in parallel</p>

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.

## IP Pooling Web Portal

The IARU “Workshop on Collaborative Technology Transfer” was successfully held from March 7–8, 2013, hosted by the School of Innovation and Entrepreneurship of Peking University in Beijing. An outcome of this workshop was that Peking University and National University of Singapore would jointly lead the effort to build a pilot program with the input of IARU members.

Under the recommendation of NUS, we have engaged PatSNAP ([www.patsnapglobal.com](http://www.patsnapglobal.com)) to develop the IARU collaborative Technology Transfer portal. PatSnap has extensive experience in building academic IP & tech transfer service website. Their clients include NUS, AUTM and many academic institutions worldwide. A demo website has been created with sample IPs from Peking University and the progress has been reported to the Presidents' Meeting 2014. At present stage, NUS and PKU have both uploaded a selected portion of their respective international patents onto the website. Basic tools for patent sorting by various keywords have been implemented. It is planned to now link it to the IARU website. Instructions will be provided to other IARU members for uploading their selected patents.

During the fourth IARU Technology Transfer Workshop, to be hosted by NUS on 27 April 2015, a session will be organized to establish rules for coordination and the usage of this virtual patent pool among the members. The effect of IARU patent pooling will be evaluated either by written communication of future workshop and be reported to the Presidents' Meeting 2016.

## Technology Transfer Workshop

*The National University of Singapore (NUS) will be hosting the fourth IARU Technology Transfer Workshop on 27 April 2015. Partner IARU universities are invited to both participate in the workshop and to attend the following InnovFest unBound conference organized by NUS Enterprise.*

### IARU Technology Transfer Workshop 2015

“Translating University Technology to Meet Market Needs”

27 April 2015

Host: NUS

University research discoveries are often too upstream to be ready for adoption by industry. Using the Technology Readiness Level (TRL) framework, most university patenting technologies are only at level 1–3, requiring significant investment before they can be transferred to industry through licensing or spin-off. A variety of methods have been proposed and implemented by various universities, including Lean Launchpad, POC grants, prototyping labs, translational development schemes, and technology scouts. This workshop provides a platform for participating IARU Technology Transfer Officers to share experiences and exchange best practices in discovering market needs and translating university technology to meet those needs.

#### Preliminary Meeting Agenda

Sunday, 26 April 2015

Individual transport to be arranged by participants to Singapore. A hotel will be recommended by NUS for consideration.

7:00 pm Welcome Dinner

Venue TBD

Monday, 27 April 2015

#### *IARU Technology Transfer Workshop*

<b>Time</b>	<b>Item</b>
08:00	<i>Transport from Hotel to meeting venue</i>
08:30–10:00	Session 1: Updates from previous meeting; NUS overview of translation initiatives
10:00–10:30	<i>Morning tea break</i>
10:30–12:00	Session 2: Presentations by partner universities
12:00–13:00	<i>Lunch</i>
13:00–14:30	Session 3: Presentations by partner universities; discussion
14:30–15:00	<i>Afternoon tea break</i>
15:00–15:30	Session 4: Wrap-up and summary
15:30	<i>Transport to InnovFest unBound Kopi Chat w/ Yossi Vardi</i>
16:00–17:00	InnovFest unBound Kopi Chat w/ Yossi Vardi
17:00	<i>Transport to Hotel</i>

## InnovFest unbound

Tuesday, 28 April – Wednesday, 29 April 2015

IARU Technology Transfer Officers workshop participants will be given complimentary tickets to attend InnovFest unBound 2015, “Asian Innovation Meets the World.” Presented by NUS Enterprise and AcreWhite, InnovFest unBound is a two-day event focusing on the latest trends in global and Asian innovation. Leading web, mobile & digital companies will be showcased through panel discussions, keynote speeches and a series of satellite events. Dedicated technology pavilions will complement the main event, with in-depth focus on spintronics, medical devices, modern aging, energy, and the environment.



## 2.13 Women and Men in Globalizing Universities

<b>Lead</b>	University of California, Berkeley (Prof. Angelica Stacy) The University of Tokyo (Prof. Sawako Shirahase) ETH Zurich (Prof. Renate Schubert)
<b>Reporting</b>	Prof. Renate Schubert (ETH Zurich) Trudy Coe (Oxford)
<b>Executive summary</b>	<p>The 5<sup>th</sup> workshop of the group “Women and Men in Globalizing Universities” will take place on 29–30 June 2015 in Oxford. The following items will be on the agenda:</p> <ol style="list-style-type: none"> <li>1. Update and enlargement of Comparative Gender Monitoring for IARU universities</li> <li>2. Start of a gender-related Grade Monitoring at IARU universities</li> <li>3. Draft short Memorandum explaining the necessity and advantages of equilibrating gender figures at IARU universities</li> <li>4. Identifying ways for learning from each other and sharing positive and negative experiences in the gender context at IARU universities</li> </ol> <p>New projects could include a study on gender and teaching, the elaboration of a best-practice guide and staff exchange.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Outlook</b> on the next meeting of the working group “Women and Men in Globalizing universities</li> </ul>
<b>Funding to date</b>	<p><i>Up to USD 10,000</i>      <i>Workshop (June 2015)</i>          USD 3,638              <i>Workshop (October 2013)</i>          USD 6,512              <i>Workshop (March 2012)</i>          USD 8,500              <i>For project development (PM 2006)</i></p>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers’ Meeting, November 2014</b>          The group is working to complement the benchmark analysis of the IARU universities with data from PKU and with further statistical data also from non-PTEM fields such as medicine, social sciences and humanities. The group further plans to elaborate a memorandum on the advantages of equilibrating gender figures at the IARU universities. Senior Officers approved the funding request of USD 10,000 to finance the group’s next workshop to be held in June 2015 at Oxford.</p> <p><b>Presidents’ Meeting, April 2014</b>          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.</p> <p>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.</p>

	<p>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.</p>
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## Report

For 2015, an update of the gender statistics collected in 2013 is planned. This update will be complemented by additional statistics, comparing, for instance, not only female faculty shares in PTEM fields but also in Medicine, Social Sciences and Humanities. Another interesting approach to be discussed is a differentiation between spatial-mathematics intensive fields, the so-called GEEMP fields (geoscience, engineering, economics, mathematics/computer science, and physical sciences), and other fields, like life science, psychology, and social sciences (LPS fields) (see: Halpern, D.F. (2014): *It's Complicated – In Fact, It's Complex: Explaining the Gender Gap in Academic Achievement in Science and Mathematics*, aps, DOI:10.1177/1529100614548844, pp. 72–74).

Besides this update, a new type of statistics and studies will be initiated referring to grade differences between female and male students during the first years of their studies. It seems as if there is a gender bias, with – on average – lower degrees for women than for men. It would be worthwhile comparing the respective results from IARU Universities as well as to identify reasons for the existence or non-existence of such differences.

Related to the next meeting of the group “Women and Men in Globalizing Universities”, a small memorandum should be elaborated emphasizing the advantages of equilibrating gender figures and changing culture with respect to gender at our Universities.

Furthermore, the exchange of best practice models to reach an equilibrated number of men and women on all steps of the academic career and in all different disciplines or fields will be continued. This exchange will take place during the next meeting of the Group in Oxford (June 29–30). It will then be decided whether a best-practice guide can be developed and whether we might be able to improve our strategies by short-time exchanges of persons involved in development and controlling of gender action plans between our Universities.

As part of the exchange of experiences at different IARU Universities, a brainstorming on gender and teaching is planned. The discussion should focus on different impacts of curricula, lectures and assessments on men and women. Given the fact that this topic is tackled in a lot a scientific articles with no very clear results, it would be useful to get to know more about observations and activities at the different Universities.

Generally, it seems useful to intensify exchange and collaboration between Equal Opportunity Offices at the different IARU Universities. We will discuss whether and under which conditions spending one or two months at partner institutions might be helpful for improving quantity and quality of gender equality activities at IARU Universities.







### 3. International Administration in Globalizing Universities

*Prepared by the University of Tokyo*

#### Abstract

As globalizing universities, a significant number of the student body in IARU universities is composed of international students, while a large number of students study abroad. Each university has therefore developed offices that are responsible for globalizing strategies, including both global outreach and the management of international diversity. What, then, is the role of the international office in each university? How do they relate to other organs such as budget or curriculum, and how do they reconcile their different views? In this panel, we would like to ask those in charge of global and international administration in each university so that we may share their experiences.

At the beginning of the session, a brief presentation will be given by Executive Vice President Egawa Masako, Professor Toshiko Ellis and Professor Yujin Yaguchi of the University of Tokyo on the following two items:

#### 1. Go Global: New Phase of University Cooperation

International cooperation between universities has entered a new phase, with joint teaching programs, joint degrees, and joint appointments bringing each university closer and more integrated. Teaching methods have changed as well, with the growth of skype-based intercollege seminars and online programs jointly operated by a number of institutions. What are the purposes of these new initiatives? What has been achieved, and what are the challenges? In this session, we wish to address these questions.

#### 2. University Administration in the Global Age

Internationalization of universities presents a new challenge to university administration, where most students were assumed to be those from the national community, sharing the same language and custom. What types of programs are necessary to accommodate the requests of international students? What language should be used? How can we design an international office that meets the daily requests from international students? How can we integrate international students with our domestic students? These are the questions that we propose to be discussed.

#### Presenters

- Dr. Masako Egawa  
Executive Vice President, The University of Tokyo
- Prof. Toshiko Ellis  
Professor of Center for International Exchange / Dept. of Language and Information Sciences,  
Graduate School of Arts and Sciences, The University of Tokyo
- Prof. Yujin Yaguchi  
Professor and Director, Center for International Exchange, Graduate School of Arts and Sciences /  
Director, PEAK Undergraduate Admissions Office, The University of Tokyo







## 4. Future Directions of IARU

### Background

At their meeting in November 2014, Senior Officers discussed the vision of the alliance for the next 5–10 years and whether IARU should raise its external visibility. Senior Officers acknowledged the achievements of IARU since its inception almost 10 years ago. Partners have established a strong level of trust and rapport. One of the benefits of the alliance is the exchange of best practices through meetings and institutional joint working initiatives. There was common agreement that the alliance needs to think about the future directions. Senior Officers proposed to include a presentation on the past and present of IARU at the Presidents' Meeting 2015, followed by discussions on current issues and possible future directions. A more detailed discussion will then be held at the Senior Officers' Meeting 2015.

This document contains:

1. Overview of the IARU activities 2005–2014
2. Comparative profiles of selected university alliances

## Overview of the IARU Activities 2005–2014

### Presidents' and Senior Officers' Meetings

Meetings	Short description	Start	Partners	Funding to date (USD)	Activities to date	Planned projects
Presidents' Meeting (PM)	IARU Presidents meet annually to discuss the strategic directions of the Alliance, to hear updates from partner universities and to decide on IARU initiatives.	2006	all	up to 30,000 per meeting	– 10 meetings	n/a
Senior Officers' Meeting (SOM)	IARU Senior Officers meet annually to review IARU initiatives, to hear updates from partner universities and to guide ongoing activities.	2005	all	up to 15,000 per meeting	– 10 meetings	n/a

### Ongoing Initiatives

Global Education Initiatives	Short description	Start	Partners	Funding to date (USD)	Activities to date	Planned projects
Global Internship Program (GIP)	Partner universities offer internship opportunities to IARU students.	2009	6 (ETH, NUS, PKU, Oxford, UTokyo, Yale)	---	– 32 internship opportunities have been offered to IARU students – Several internship opportunities were arranged bilaterally	
Global Summer Program (GSP)	Partner universities offer summer schools to IARU and other students.	2008	all	55,987 (up to 10,000 per meeting)	– 1,934 IARU students have participated in a GSP course 2008–2014 – Between 15 and 21 courses offered each year – 8 GSP Working Committee Meetings	– IARU Student Research Hub
Sustainability Fellowships	IARU sustainability offices offer internships to IARU students.	2008	all	---	– More than 80 students have participated in the exchange program 2009–2014	

Global Cross Disciplinary Tournament (GXT)	Student-run initiative designed to connect undergraduate students from different disciplines, universities and cultures, to promote collaboration and research in tackling a global problem, and to create a 'catalyst for change'	2011-2014	6 (ANU, NUS, PKU, UCPH, Oxford, UTokyo)	13,809	- 4 GXT's hosted by ANU, NUS and PKU	- open
Graduate Student Conference (GSC)	Interdisciplinary platform for graduate students to share their research	2012/2014	6 (ANU, NUS, PKU, UCPH, Oxford, Yale)	15,000 (2014)	- 2 graduate student conferences hosted by NUS and UCPH	- to be continued by the ALH initiative

Institutional Joint Working	Short description	Start	Partners	Funding to date (USD)	Activities to date	Planned projects
Alumni Associations Network	Annual meeting of alumni directors of IARU universities to share best practices and develop joint activities	2009	all	12,705	- 7 meetings - IARU alumni receptions in conjunction with P' Presidents' Meetings - 2015: IARU World Alumni Forum	- Joint IARU alumni events
Campus Sustainability Initiative	Broad range of activities of IARU campus sustainability officers to make universities more sustainable	2007	all	102,900	- 7 meetings - Creation of Environmental Management Offices at all partner universities - Sustainability Fellowships since 2007 - Annual individual campus sustainability progress reports - Making Universities Sustainable Conference 2014 - Green Guide for Universities - Campus Sustainability Toolkit - CO <sub>2</sub> Emission Report (2014)	- Organization of a one-day student workshop "IARU Global University Climate Forum" during the UN Climate Change Conference (COP21) - Energy Management best practices - Sustainable Laboratory Management
Sustainability Science Congresses	Sustainability Science Congresses in conjunction with high-level climate change/sustainability conferences	2009/2014	all	31,500	- Sustainability Science Congress 2014 - Scientific Congress on Climate Change 2009 (COP-15 Conference)	
EdTech Horizons	Workshop of IARU education technology managers to discuss trends, opportunities, challenges and potential collaboration initiatives in using technology for teaching and promoting student learning	2013	6 (ETH, NUS, PKU, Berkeley, UCPH, Yale)	up to 15,000	- 1 workshop (2014)	- Idea of offering joint courses among IARU institutions through Distributed Open Collaborative Courses (DOCCs)
Global Transformation in IARU Member Strategies	Sharing experiences and discussing ideas to develop institutional engagement with emerging and developing countries	2014	9 (ANU, ETH, NUS, PKU, Berkeley, Cambridge, UCPH, Oxford, UTokyo)	---	---	- Workshop (2015) - Mapping exercise on institutional approaches for working with developing countries - Development of a set of guidelines to serve the IARU community

International Students Support Group	Sharing experiences and best practices for supporting international students	2013	not yet known	---	---	<ul style="list-style-type: none"> <li>Workshop (2015)</li> <li>Definition of a minimum and ideal standard for supporting international students</li> <li>Benchmark analysis of the IARU libraries' services</li> </ul>
Librarians' Contact Group	Annual meeting of heads of IARU libraries to discuss the major issues facing university libraries	2011	all	---	<ul style="list-style-type: none"> <li>4 meetings</li> <li>IARU Green Libraries Project (2014)</li> </ul>	<ul style="list-style-type: none"> <li>Development of a lexicon for a common understanding of the varying funding terminologies</li> <li>Development of a metrics system, a mutual accepted standard for presenting and comparing key data among IARU institutions</li> <li>Organization of a joint funding forum</li> <li>Staff exchange</li> <li>IP Pool Portal</li> <li>IARU Entrepreneurship Forum</li> <li>Coaching Network</li> </ul>
Research Administrators' Network	The Research Administrators meet annually to informally exchange expertise in global collaborations and mutual administrative, financial and legal issues in the dynamic environment of changing rules and regulations of the funding bodies.	2011	all	13,991	<ul style="list-style-type: none"> <li>3 meetings</li> <li>Marie-Skłodowska-Curie Actions: Template for Fellowship Programs within Horizon 2020</li> </ul>	<ul style="list-style-type: none"> <li>Complement benchmark analysis with further statistical data</li> <li>Elaborate memorandum on advantages of equilibrating gender figures at IARU universities, best-practice guide</li> <li>Gender-related grade monitoring</li> <li>Discussion on gender teaching</li> </ul>
Technology Transfer Network	Platform for IARU Technology Transfer Officers to share experiences and exchange best practices related to university-industry-government partnerships, spin-offs and entrepreneurship, funding models and incubation programs	2009	9 (ANU, ETH, NUS, PKU, Berkeley, Cambridge, UCPh, Oxford, Yale)	24,664	<ul style="list-style-type: none"> <li>3 workshops</li> </ul>	
Women and Men in Globalizing Universities	Biannual meetings to share and discuss initiatives on gender equality at IARU institutions, and considered explanatory frameworks	2006	all	18,650	<ul style="list-style-type: none"> <li>4 workshops</li> <li>Benchmarking study on the academic ladder</li> </ul>	

Research Collaboration	Short description	Start	Partners	Funding to date (USD)	Activities to date	Planned projects
Aging, Longevity and Health	Research collaboration on aging, longevity and health	2006	9 (ANU, ETH, NUS, PKU, Berkeley, Cambridge, UCPh, Oxford, UTokyo)	38,000	<ul style="list-style-type: none"> <li>Health policy data collection</li> <li>ALH Graduate Student Conference (2014)</li> <li>Organization of IARU ALH congresses</li> <li>iHAN – International Healthy Aging Network</li> <li>IARU ALH Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>Organize more workshops, congresses and graduate student conferences</li> </ul>
PKU Medical City	Annual workshops on medical collaboration projects	2014	all	---	<ul style="list-style-type: none"> <li>Workshop on Global Medical Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Organize annual workshops</li> </ul>

## Past Initiatives

Institutional Joint Working	Short description	Years	Partners	Funding (USD)	Activities
Futurity	Enabling IARU member institutions to engage with Futurity's online knowledge sharing platform by individual bilateral agreement	2014	5 (ETH, NUS, Berkeley, UCPH, Yale)	---	<ul style="list-style-type: none"> <li>Partnership agreement with Futurity.org</li> </ul>
Value of Research-Intensive Universities	IARU position paper on the Value of Research-Intensive Universities, including case studies from the member universities	2010–2014	all	12,151	<ul style="list-style-type: none"> <li>Workshop</li> <li>IARU Position Paper on the special value of research-intensive universities</li> <li>Website content development</li> </ul>
Best Practice in Leadership Development	Network of IARU HR directors and senior managers responsible for leadership development to discuss challenges and share best practices concerning leadership development for academic leaders	2010–2012	6 (ANU, ETH, NUS, Cambridge, UCPH, Oxford)		<ul style="list-style-type: none"> <li>Meeting</li> <li>Plans for joint leadership development program were abandoned</li> </ul>
Integrated Services	Benchmarking of HR and finance	2010–2012	7 (ANU, ETH, NUS, Berkeley, Cambridge, UCPH, Yale)	7,010	<ul style="list-style-type: none"> <li>Workshop</li> <li>1<sup>st</sup> Benchmarking report</li> <li>Proposal for benchmarking of further areas was not pursued</li> </ul>
Careers Professional Network	Meeting of career development professionals to explore collaboration and facilitate global career development and employment needs of students and employers	2008–2010	6 (NUS, PKU, Cambridge, UCPH, Oxford, Utkoyo)	3,000	<ul style="list-style-type: none"> <li>Workshop</li> <li>Plans to develop web-based careers guide were abandoned</li> </ul>
Open Access / Open Cast Publishing	30 librarians, researchers and industry representatives met to discuss the issue of Open Access / Open Cast Publishing.	2010	9 (ANU, ETH, NUS, Berkeley, Cambridge, UCPH, Oxford, UTokyo, Yale)	15,058	<ul style="list-style-type: none"> <li>Workshop</li> </ul>
VP Research Meeting	Senior Research Heads of IARU universities met to discuss various issues related to the running of research-intensive universities.	2006	all	tbd	<ul style="list-style-type: none"> <li>Meeting</li> </ul>

Research Collaboration	Short description	Years	Partners	Funding (USD)	Activities
Regional Perspectives on Global Security	Regional Perspectives on Global Security investigated international security as it expanded and deepened within the regional global nexus. The research initiative incorporated multidisciplinary approaches, human security as a policy dynamic, order-building and rising powers and asymmetrical security.	2006–2010	9 (ANU, ETH, NUS, PKU, Berkeley, UCPC, Cambridge, UTokyo, Yale)	16,925	– The Security Research group has convened or co-convened workshops, established a visiting scholars program and has produced several edited volumes and numerous scholarly papers which found their way into professional journals.
Culture and Citizenship: Towards a Civic Pluralism	The workshop on topics such as culturally defined citizenship rights, multiculturalism, migrant workers and religious diasporas.	2009	5 (ANU, NUS, Berkeley, UCPC, Cambridge)	---	– Workshop
Sustainable Cities Research Project	Research projects focusing on integrative cross-cutting questions in relation to sustainability in cities	2008	3 (ANU, UCPC, UTokyo)	3,629	– The demonstration project approach has created a new research community by collaborating on three interlinked sub-projects, each led by one IARU partner.
Human Mobility: New Opportunities, Inequalities and Challenges to Human Security	Research project to examine perspectives on global migration dynamics	2006	4 (ANU, UCPC, Oxford, UTokyo)	tbd	– Workshop

## Comparative Profiles of Select University Alliances

### International Alliance of Research Universities (IARU)

INTERNATIONAL ALLIANCE OF RESEARCH UNIVERSITIES

"IARU is a network of ten international research-intensive universities from eight countries across the globe...Shared values and a commitment to educating future world leaders in all fields underpin the Alliance. IARU also works to provide opportunities for international learning, teaching and research."

Student/faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
○	●	◐	○	○	●
	<ul style="list-style-type: none"> <li>&gt; <b>Global Summer Program</b> – residential multi-week summer courses at IARU member universities</li> <li>&gt; <b>Sustainability Fellowships</b> – exchange of student interns in environmental management.</li> <li>&gt; <b>Internships</b> – international work experience over summer at member universities (small number)</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Conferences on challenges facing humanity</b> – Climate Change/ Sustainability conferences in 2009 and 2014</li> <li>&gt; <b>Ageing, Longevity and Health</b> – joint research initiative and network</li> </ul>		(Global Transformation Strategies initiative relevant but not directly focused)	<ul style="list-style-type: none"> <li>&gt; <b>Institutional joint working groups</b> for alumni, tech transfer, research administrators, international student support, staff development, gender, and more</li> </ul>

● Major focus  
◐ Some activity  
○ Little/no activity

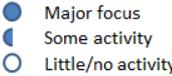
### ASEAN University Network

IARU universities: NUS

Student/faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
●	●	◐	◐	●	◐
<ul style="list-style-type: none"> <li>&gt; <b>AUN student exchange programme:</b> provides 262 scholarships for semester/year/full degrees</li> <li>&gt; <b>AUN/SEED-Net:</b> staff exchange in engineering</li> <li>&gt; <b>AUN-Kyoto University joint study</b></li> <li>&gt; <b>AUN-Sun/SixERS</b> - student study-visits to six Japanese universities</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>ASEAN Educational Forum &amp; Young Speakers Contest</b></li> <li>&gt; <b>ASEAN Youth Cultural Forum</b></li> <li>&gt; <b>ASEAN Students Leaders' Forum</b></li> <li>&gt; <b>AUN Internship Programme</b></li> <li>&gt; <b>Summer Schools</b> designed to build cultural understanding</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Sustainable Energy and Environmental Forum (SEE Forum)</b> – seeks cooperation between academics, scientists and technology</li> <li>&gt; <b>Rectors' Meetings,</b> sometimes including counterparts in China, Japan and Korea</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>ASEAN Education Ministers Meetings</b> - to enhance regional cooperation in education</li> <li>&gt; <b>SEAN Plus Three Senior Officials Meeting</b> - includes officials from China, Japan and ROK</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Quality Assurance Network and AUN-QA assessments</b> (major initiative)</li> <li>&gt; <b>ASEAN Cyber University</b> – e-learning initiative</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Interest groups focused on university-industry collaboration, improved use of ICT library resources, and human rights education</li> </ul>

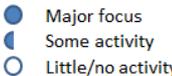
● Major focus  
◐ Some activity  
○ Little/no activity

**Europaeum**  
IARU universities: Oxford



	Student/ faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
 <p>“Ten of Europe’s leading research universities belong to the Europaeum, and their work seeks to encourage European studies and knowledge of other European cultures.”</p>	○	●	●	○	○	○
		<ul style="list-style-type: none"> <li>&gt; <b>Scholarships</b> – for student members and graduates to study at other Europaeum universities</li> <li>&gt; <b>Joint courses</b> – four offered</li> <li>&gt; <b>Colloquia and Research Group Meetings</b> - graduate research seminars and workshops</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Visiting Professorships</b></li> <li>&gt; <b>Summer Schools</b> – offered annually on areas related to European history, culture and integration.</li> <li>&gt; <b>Annual Lectures and Debates</b></li> <li>&gt; <b>Europaeum International Conferences</b> – held annually on issues of current concern or interest, usually involving public figures, policy-makers and media figures in addition to academics</li> </ul>			

**League of European Research Universities**  
IARU universities: Cambridge, Oxford



	Student/ faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
 <p>LERU is an association of 21 research-intensive European universities, and its primary aim is to shape policy around higher education, research and teaching within Europe through the publication of policy papers and analyses. Partnerships and conferences encourage knowledge and experience transfer within European HE.</p>	○	◐	○	●	◐	●
		<ul style="list-style-type: none"> <li>&gt; <b>Bright Conference</b> - Annual student-organised conference for undergraduates</li> <li>&gt; <b>Doctoral Summer Schools</b> – Interdisciplinary and intercultural</li> </ul>		<ul style="list-style-type: none"> <li>&gt; <b>Policy Committee</b> – works on policy of importance to Europe’s research-intensive universities</li> <li>&gt; <b>LERU Communities</b> – work on LERU policy or collaborative issues in specific areas</li> <li>&gt; <b>Working Groups</b> – established to run a specific project or address a specific policy issue.</li> </ul>	Some policy and networking activities work towards building capacity for European integration	<ul style="list-style-type: none"> <li>&gt; <b>European Research Area Partnerships</b> – bring together research and policy stakeholders working on national research systems, transnational cooperation, gender equality, and transfer of knowledge</li> </ul>

### Research University 11 (RU11)

*IARU universities: UTokyo*

● Major focus  
◐ Some activity  
○ Little/no activity

	Student/faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
 <p>The RU-11 consortium includes the top eleven research universities in Japan (9 public and 2 private universities). The consortium's stated mission is to share knowledge and best practice to strengthen their universities, and to improve collaboration between member institutions. NOTE: RU-11 IS A NEW ORGANISATION AND STILL UNDER DEVELOPMENT</p>	○	○	◐	◐	○	●
			> <b>Symposiums</b> held regularly	> <b>Policy recommendations, statements and proposals</b> regularly released		> <b>Presidents' Meeting</b> – held annually > <b>Vice-Presidents' meeting</b> - held every other month

### World Universities Network

*IARU universities: ---*

● Major focus  
◐ Some activity  
○ Little/no activity

	Student/faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
 <p>WUN is an international HE and research network with 16 universities from 10 countries on 5 continents. Their aim is to address some of the major challenges facing the world today, and many of their activities are based on collaborative work, conferences and seed funding for these challenges.</p>	●	◐	●	○	◐	○
	> <b>Student Mobility Working Group</b> – currently developing summer schools and exchange programmes. > <b>Researcher Mobility Programme</b> – PG and early career researchers at WUN universities spend up to 3 months at a partner university.	> <b>Distance learning</b> – WUN collaborations led to online Masters programmes in Public Management and Geographic Information Systems	> <b>WUN Global Challenges</b> – promotes member research on Climate Change, Public Health, Global HE & Research, and Understanding Cultures to potential funders, and policymakers > <b>Conferences and workshops</b> – held annually to bring researchers and stakeholders together in a range of disciplines. > <b>Virtual seminars</b>		> <b>Research Development Fund</b> - Seed funding (c. £160-200k pa.) for researchers > <b>IT support</b> – includes research project webpages and cloud servers to share information	

**Universitas 21**  
*IARU universities: NUS*



Originating in Melbourne in 1997, the Universitas 21 alliance now has 26 member universities in 17 countries across the world. The alliance aims to foster global citizenship and innovation in research and teaching through student mobility, research collaboration and support for internationalisation.

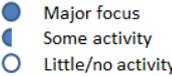
Student/faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
●	●	◐	○	○	◐
<ul style="list-style-type: none"> <li>&gt; <b>Joint PhDs</b></li> <li>&gt; <b>Graduate Fellowships</b> – funding for placements and visits at other U-21 universities.</li> <li>&gt; <b>Student Exchanges</b></li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Student Leaders' Network Meetings</b> – Students from each country present and give cultural performances</li> <li>&gt; <b>U21 Student Summit</b> – four day annual conference with an interdisciplinary theme</li> <li>&gt; <b>Summer Schools</b> – Held annually on a specific global issue</li> <li>&gt; <b>Three Minutes Thesis Competition</b> – explain thesis to non-specialists in three minutes</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <b>Research Collaboration Group meetings</b> – held annually, for colleagues in the same discipline</li> <li>&gt; <b>Graduate Research Conference</b> – held on general topics (e.g. Ageing, Energy) for PhD students to present academic work.</li> </ul>			<ul style="list-style-type: none"> <li>&gt; <b>Deans of Education meetings</b></li> <li>&gt; <b>Annual Presidential Symposium</b> – regularly held globally to share best practice in research and administration</li> </ul>

**Russell Group**  
*IARU universities: Cambridge, Oxford*



Has 24 leading UK research universities as members. The Russell Group's primary aim is to help member institutions reach their research and teaching objectives by influencing UK HE policy and regulation.

Student/faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
○	○	○	●	○	◐
	<ul style="list-style-type: none"> <li>&gt; <b>Guide to post-16 study options</b> – 'Informed Choices' is published annually, and other publications provide research and information both for and about students in UK universities.</li> </ul>		<ul style="list-style-type: none"> <li>&gt; <b>Regular research and publications on all aspects of HE:</b> teaching and learning, research, funding, innovation &amp; business collaboration, visas, the EU, HE regulation, and others.</li> <li>&gt; <b>Wide-ranging advocacy work</b> for HE generally and Russell Group universities specifically, including responses to government initiatives and policy; submissions to parliamentary committees</li> </ul>		<ul style="list-style-type: none"> <li>&gt; <b>Joint working groups</b>, e.g., international affairs directors</li> </ul>

<b>Association of Pacific Rim Universities (APRU)</b> <i>IARU universities: ANU, NUS, PKU, Berkeley, UTokyo</i>						
	Student/ faculty exchange	Other student initiatives	Research and conferences	Policy & advocacy	Capacity building	Networking
 APRU has 45 member institutions drawn from across the Pacific Rim. APRU has a number of goals, including fostering cooperation in education and research, providing a forum for discussion between member universities and a range of other activities to enable members to contribute to the development of their countries and to the Pacific Rim more generally.	 > <b>Provides information</b> – range of work and study abroad opportunities, e.g. summer schools, internships, scholarships and research opportunities for APRU members.	 > <b>Undergraduate Summer Programme</b> – annual thematic programme for 40-60 student leaders. > <b>Doctoral Students Conference</b> - participants present their research and share ideas. > <b>Fellows Programme</b> – develops early career faculty, includes conferences and field immersion experiences.	 > <b>Thematic programme hubs on Asia-Pacific issues</b> e.g. Global Health. > <b>Research Symposiums on Asia-Pacific related issues</b> – topics include Ageing in Asia, Brain and Mind Research in the Asia-Pacific, Sustainability and Climate Change.		 > <b>Capacity building networks of academic leaders and specialists</b> – designed to connect expertise to national and institutional challenges. > <b>Asia-Pacific Women in Leadership</b> – fosters diversity and advances participation of women in leadership.	 > <b>Regular fora for specific groups</b> – e.g. Provosts Forum; Education Research and Technology Forum; Law Deans meetings; Vice Presidents (Research) meetings.







## 5. Universalism and Regionalism in Globalizing Universities

### East Meets West

*Prepared by the University of Tokyo*

#### Abstract

Although academic research is by definition universal, all institutions of higher education operate in specific nations or regions, and are held to be responsible in articulating the national or regional agenda that is shared in each society. How, then, should we cope with two demands of universal research and regional or cultural identities? This contrast between universalism and nationalism has been a continuous challenge in universities located in the non-western societies, but then also the western world itself includes wide geographical and cultural diversities.

#### Keynote Speech



**Prof. HANEDA Masashi**

Vice-President / Professor, Institute for Advanced Studies on Asia / Director General, Division of International Affairs of the University of Tokyo

HANEDA Masashi is Professor of History. His main topics of research are description of world history, history of the East Asian maritime world, Islamic urban studies, Iranian history of the 16<sup>th</sup>–18<sup>th</sup> centuries and studies of European travel accounts on Persia, etc. He received his B.A. in 1972 and M.A. in 1976 from Kyoto University and obtained his Ph.D. in Iranian studies from the University of Paris III in 1983. He joined the Institute as Associate Professor in 1989 and became Professor in 1997. During 1996–1997 and in 2002, he was Visiting Scholar at the Faculty of Oriental Studies, University of Cambridge, and at CNRS of France in 2002–2003. His current topic of research is on finding a new way of describing world history and on cross-cultural exchange at port cities in Asian waters in the eighteenth century. He has organized a research group for these topics with the aid of Japan Society for the Promotion of Science (JSPS) research funds.







## 6.1 Global Summer Program (GSP)

<b>Lead</b>	GSP Coordinators IARU Secretariat
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<p>The 7<sup>th</sup> GSP cycle concluded successfully in 2014. The Santander sponsorship agreement ended with GSP 2014 and could be successfully prolonged for another 3 years. The application window for GSP 2015 is currently open. 20 courses will be offered by all 10 partner institutions. ANU aims to launch the first IARU Student Research Hub in 2016 with a maximum of 45 students.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Report</b> on GSP 2014, GSP 2015, Santander agreement, IARU Student Research Hub and GSP 10<sup>th</sup> anniversary</li> </ul>
<b>Funding to date (in USD)</b>	<ul style="list-style-type: none"> <li>▪ 5,938 (September 2014) GSP Meeting, Oxford</li> <li>▪ 9,363 (September 2013) GSP Meeting, Zurich</li> <li>▪ 7,188 (September 2012) GSP Meeting, Beijing</li> <li>▪ 10,280 (September 2011) GSP Meeting, Copenhagen</li> <li>▪ 7,018 (September 2010) GSP Meeting, Cambridge</li> <li>▪ 10,200 (September 2009) GSP Meeting, Oxford</li> <li>▪ 3,500 (September 2008) GSP Meeting, Antwerp</li> <li>▪ 2,500 (February 2008) GSP Meeting, Cambridge</li> </ul> <p>---</p> <ul style="list-style-type: none"> <li>▪ 200,000 (2014) IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2013) IARU-Santander GSP Scholarships</li> <li>▪ 200,000 (2012) IARU-Santander GSP Scholarships</li> <li>▪ 75,000 (2011) Student grants</li> <li>▪ 100,000 (2010) Student grants</li> </ul>
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b></p> <p>Anders Hagström reported on behalf of the GSP Coordinators on the Global Summer Program (GSP). GSP continues to be a flagship activity of IARU. The large number of hits on the IARU GSP webpages confirm the strong student interest in the program.</p> <p>Course cost continues to be a concern as it is a deciding factor for students when considering participation. Five courses 2014 had total costs of USD 5,000 or more. Without the support from Banco Santander, the cost challenge would even be greater. In 2014, 51% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships.</p> <p>The preparations for GSP 2015 are well under-way. The number of courses offered will increase by one to 21. There would be room for having more students in the courses with the same cost and administrative efforts.</p> <p>The IARU Secretariat conducted a survey with the three GSP cohorts 2011–2013. The survey results confirm that GSP is highly regarded by</p>

the students. Students created many life-long international friendships. GSP Coordinators are considering possibilities of fostering the network of GSP alumni. The IARU World Alumni Forum in Tokyo will be used as a platform for also inviting GSP alumni.

ANU and Berkeley have elaborated a “GSP hub proposal” as a means of getting more students together in one location and to reduce costs. ANU is looking into offering its 2015 GSP course in a format reflective of the proposed “IARU Student Research Hub”. It is aimed to launch the first IARU Student Research Hub in 2016 with a maximum of 45 students.

#### **Presidents' Meeting, April 2014**

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 7<sup>th</sup> 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.

## Global Summer Program: Review and Outlook

### Global Summer Program 2014

2014 marked the 7<sup>th</sup> year of the firmly established IARU Global Summer Program (GSP). A total of 20 courses were offered by all 10 partner institutions.

#### Students' Interest

The 20 courses attracted over 700 applications from IARU students. As there are more and more opportunities for students to go abroad in the summer, students tend to apply for multiple options, so the number of applications should be viewed in this context. Nonetheless, the overall picture confirmed the continued interest of students in the GSP. The general feedback of the GSP 2014 participants was very positive. In the post-course survey, 92% of the survey participants said that they would recommend GSP to their peers (7% answered "maybe", 1% would not recommend it). The diversity of the participants continues to be the key success factor of GSP. Having students from most, if not all, IARU institution as well as a sufficient number of local students is appreciated by GSP participants.

#### Costs / Scholarships

Keeping the course costs affordable continues to be a challenge of the program. Five courses had a total cost of USD 5,000 or more, with on-campus accommodation and board representing the bulk of the total cost (not including travel and living expenses). The IARU-Santander GSP Scholarships are crucial for making this international opportunity available to as many students as possible. During the 2014 Global Summer Program, a total of 154 students, or 51% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships, averaging USD 1,368 per student.

### Santander Agreement 2015–2017

A new sponsorship agreement with banco Santander for the GSP seasons 2015, 2016 and 2017 has been signed by NUS on behalf of the IARU partners. In character, the new agreement is a continuation of the existing agreement without any major changes.

## Outlook

### Global Summer Program 2015

All 10 partner institutions are offering a total of 20 GSP courses in 2015. The application period has been started on 12 December 2014; closing dates for applications is 22 February 2015 for NUS and UTokyo students and 6 March 2015 for the students from the other partner institutions. Application numbers are not yet available. An overview of the offered courses and costs is given in Annex B.

### IARU Student Research Hub

In an attempt to reduce the overall financial and organizational burden required to provide courses for a relatively small number of students, GSP Coordinators continued the discussion on the hub idea, gathering a larger pool of students in one location. Under this approach, participating partners would host the “IARU Student Research Hub” every few years on a rotating basis. To gain first experiences, ANU will hold its 2015 GSP course in a format reflective of this model. It is aimed to launch the first IARU Student Research Hub in 2016 with a maximum of 45 students.

### GSP 10<sup>th</sup> Anniversary

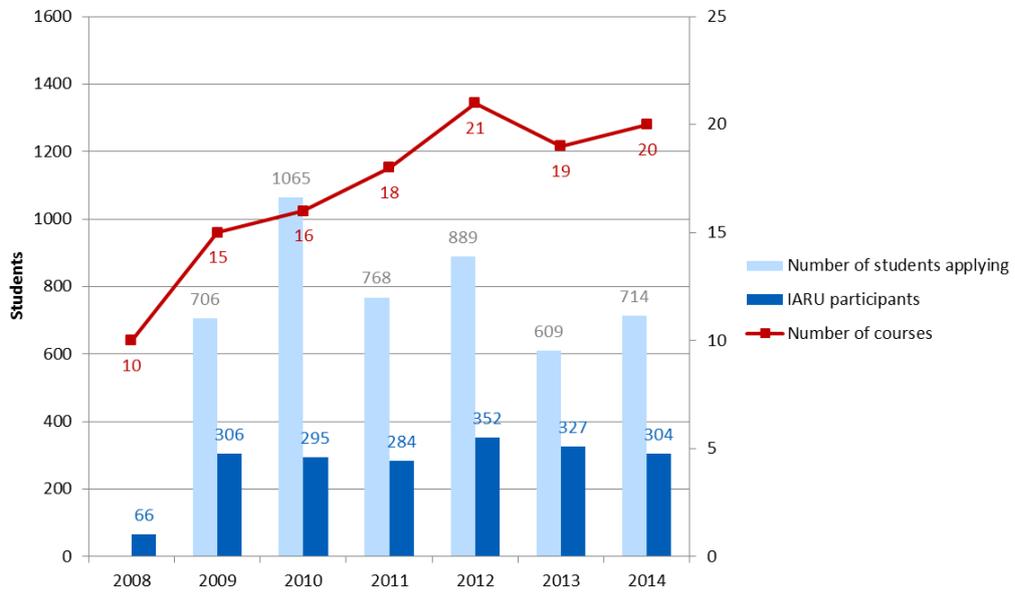
Partners and GSP alumni were asked for ideas on how to celebrate the 10<sup>th</sup> anniversary of GSP in 2017. Yale might look into the possibility of organizing a GSP media course for students researching on the outcomes of the past Global Summer Programs. All GSP alumni have been invited to the IARU World Alumni Forum on 1 March 2015.

### Further Information

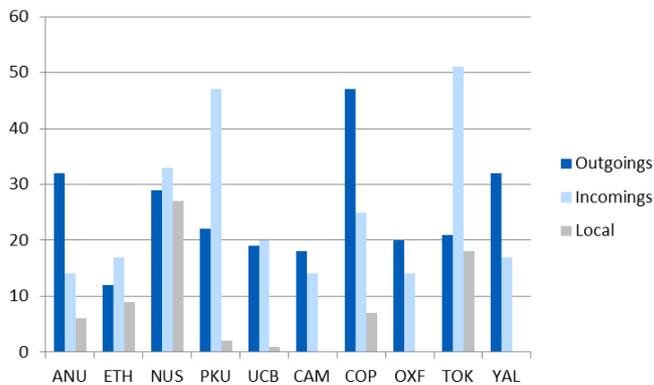
- Annex A Total number of courses, applications and IARU participants (2008–2014), student mobility 2014
- Annex B GSP 2015 courses, including finances

## Annex A

### Total number of courses, applications and IARU participants (2008–2014)



### Student mobility 2014



## Annex B – GSP 2015 Courses

University	Code	Title	Dates	Length (weeks)	Tuition fee (USD, including additional mandatory fees)	Accommodation fee (USD)	Field trip (USD)	Total course fees in USD (USD)
Australian National University	ANU1	Mobilising Research	22 Jun - 17 Jul	4	waived	1,300	500	1,800
ETH Zurich	ETH1	World Food System Summer School 2015	1-15 Aug	2	770		---	770
National University of Singapore	NUS1	Southeast Asia in Context	22 Jun - 25 Jul	5	2,070	950	1,370	4,390
	NUS2	Asia Now! The Archaeology of the Future City	29 Jun - 24 Jul	4	1,030	640	---	1,670
Peking University	PKU1	Major Issues Concerning the Rise of China	6-31 Jul	4	1,460	550	---	2,010
	PKU2	Comparative Philosophy China and the West	6-31 Jul	4	1,460	550	---	2,010
	PKU3	Special Topics in Chinese Economy	6-31 Jul	4	1,460	550	---	2,010
	PKU4	Silk Road: A History of Cultural and Material Exchanges	6-31 Jul	4	1,460	550	---	2,010
University of California, Berkeley	UCB1	Environmental Leadership Program	27 Jun - 18 Jul	3	4,500		---	4,500
	UCB2	Media and Global Protest Movements	7 Jul - 14 Aug	6	3,060	2,340	---	5,400
University of Cambridge	CAM1	CAM1: Our Changing World	5 Jul - 1 Aug	4	2,940	2,630	---	5,570
University of Copenhagen	COP1	Kierkegaard – The Individual in Global Society	8-24 Jul	3	With agr.*: 70 EU: 570 non EU: 1,580	500	---	With agr.*: 570 EU: 1,070 non EU: 2,080
	COP2	Interdisciplinary Aspects of Healthy Aging	7-26 Jul	3	With agr.*: none EU: 660 non EU: 1,030	500	---	With agr.*: 500 EU: 1,160 non EU: 1,530
	COP3	Urban Culture in Theory and Action	10-22 Aug	2	With agr.*: none EU: 250 non EU: 1,150	340	---	With agr.*: 340 EU: 590 non EU: 1,490
University of Oxford	OXF1	Global Challenges of the 21st Century	29 Jun - 25 Jul	4	1,870	4,200	---	6,070
The University of Tokyo	TOK1	Introduction to the Japanese Language	29 Jun - 10 Jul	2	250	850	---	1,100
	TOK2	Sustainable Urban Management	29 Jun - 10 Jul	2	190	850	---	1,040
	TOK3	Japan in Today's World	9-21 Jul	2	250	920	---	1,170
	TOK4	Nanoscience	9-22 Jul	2	190	975	---	1,165
Yale University	YAL1	Moral Foundations of Politics	5 Jul - 7 Aug	5	2,100	1,490	---	3,590

## 6.2 Global Internship Program

<b>Lead</b>	n/a
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<p>To date, 4 partner universities have offered a total of 19 internship opportunities to IARU students in 2015. Partners are encouraged to look into possibilities to create IARU-exclusive internship opportunities.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Report</b> on the Global Internship Program 2015</li> </ul>
<b>Funding to date (in USD)</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b> The Global Internship Program is not a program per se but rather a platform for partners to offer student internships. The corresponding section on the IARU website belongs to the most frequented pages, especially during the GSP application period. No internship opportunities for 2015 have been announced so far. Partners are encouraged to send their internship offers to the Secretariat.</p> <p><b>Presidents' Meeting, April 2014</b> 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.</p>

## Global Internship Program 2015

To date, the following internship opportunities are offered on IARU's Global Internship webpage (<http://www.iaruni.org/gei/internships>):

University	Internship Title	Duration	Remarks
<b>ETH</b>	Evaluating dual career solutions co-financed by ear-marked money	+/- 3 months, 80%	Internship opportunity for IARU students only
<b>NUS</b>	Family and Population Studies in Asia Integrating Safety Considerations into Construction Process Simulation Evaluation of an Individualised Mobility Analysis and Rehabilitation System (iMARS) Migrating out of Poverty Research Programme Consortium: Intra-household Dynamics, Migration Industry and Policy Processes The Application of Data Mining to Support Performance Analysis in Urban Design/Planning: A Case Study Contributing to the Development of a Shape Grammar Interpreter Cooperative Brains: EEG Hyper-Connectivity Between Operator Pairs whilst Actively Performing Demanding Interdependent Goal-oriented Tasks Characterisation of Brain States in Multi-task, Multi-workload Experiments: Machine Learning Techniques for EEG Signal Analysis Neural Bases of Creativity Social Brains: EEG Hyper-connectivity between Operator Pairs whilst Actively Performing Demanding Interdependent Goal-Oriented Tasks Concurrent EEG/fMRI: Neuroimaging Of Brain Activity and Connectivity with High Spatial And Temporal Resolution Dynamic Connectomics of Lower Limb Motor Cortex for Exoskeleton Robots The Controlled Activation of Carbon-Boron Bonds	between May and July	Summer Research Projects 2015 for students from IARU partner institutions (for undergraduate students only)
<b>PKU</b>	Program Assistant, Peking University School of Innovation and Entrepreneurship	1 June – 1 August (8 weeks)	Advanced Mandarin language skills required
<b>UTokyo</b>	Internship with the International Core Research Center for NanoBio (C2CNB)	July – August	Internship program for foreign PhD students
	University of Tokyo Research Internship Program (UTRIP)	June – August	Program for students majoring in natural science and other relevant fields
	Summer Internship Program in Kashiwa (UTSIP Kashiwa)	June – August (7 weeks)	Program for undergraduate students
	UTokyo Amgen Scholars Program 2015	June – July (8 weeks)	

Non-IARU students may also apply, except for the ETH internship which has been specially created for the IARU Internship Program.

As the application windows will close in February respectively April, application numbers are not yet available.

In general, the section on internship opportunities on the webpage of the Alliance ([www.iaruni.org/gei/internships](http://www.iaruni.org/gei/internships)) belongs to the most frequented ones, confirming the strong interest among students. IARU internships are a low hanging fruit to create further student opportunities and foster the ties of the Alliance. The IARU Secretariat provides advice to partners interested in offering internship opportunities.

### Best Practices

There are no standard requirements for IARU internships. The partner universities are free to set up internships according to their own requirements. The Secretariat makes following recommendations:

- Internships can be held anytime of the year, but for ease of scheduling and convenience (as student accommodation will be available), it is best held during the summer break.
- Where possible, the hosting partner should be able to offer a stipend to offset living expenses (accommodation, food, transport etc.). It is preferable that on-campus housing can be arranged, otherwise assistance with off-campus housing should be provided.
- Typically, the interns themselves (if available, with support from their home universities) will cover the air travel costs.
- The hosting universities should provide logistics support and advice to the interns – such as providing visa letters, support in finding accommodation, workplace orientation, etc. Interns should be advised to purchase adequate insurance coverage. Experience shows that obtaining a work permit is often a challenge.
- The selection of interns is directly done by the hosting faculty or department. Interviews are usually conducted over Skype.

The Secretariat regularly asks partners for internship opportunities. Open internships positions are published online ([www.iaruni.org/gei/internships](http://www.iaruni.org/gei/internships)). Please also refer to the web page for examples of past internships. IARU Key Contacts are informed about new internship opportunities and responsible to make them known among their students.



### 6.3 Global Cross Disciplinary Tournament (GXT)

<b>Lead</b>	n/a
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<p>The Global Cross-Disciplinary Tournament (GXT) is a student-run initiative designed to connect undergraduate students from different disciplines, universities and cultures, to promote collaboration and research in tackling a global problem, and to create a 'catalyst for change'. Since its inception in 2011 at ANU, the GXT has been successfully hosted by students at NUS, PKU and 2014 for a second time at ANU again. Students and senior staff members attending GXT in the last years reported about the great success and believe that the activity is worthwhile to be continued.</p> <p>No student team from partner universities offered to host the 5<sup>th</sup> GXT in 2015. In November 2014, the IARU Secretariat asked the Key Contacts to check with their students for possibilities to organize and host GXT in 2015. UCPH has looked into the potential of a PhD version of GXT but cannot commit to something at this point in time. UCPH will return if UCPH PhD students decide to initiate a PhD GXT in the future.</p> <p>Senior Officers discussed and agreed several times that the initiative should remain an entirely student-led activity. The initiative might therefore pause for a year or be discontinued altogether.</p>
<b>Funding to date</b>	USD 13,809: 3 <sup>rd</sup> GXT, Peking University, July 2013
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b> Erik Lithander reported from GXT 2014 which was organized by the student association at ANU. Students were given a theme ("The Future of the Body"). In cross-disciplinary, cross-cultural teams, they were then asked to define a challenge and develop a solution before meeting for two weeks at ANU. Also this year, students were very enthusiastic about the tournament. 25 students from 6 partner universities participated. Students at UTokyo had indicated an interest in organizing GXT 2015. <i>(Note: After the meeting UTokyo notified the Secretariat that the GXT 2015 cannot be hosted in Tokyo.)</i></p> <p>Erik Lithander found the activity worthwhile and advised that GXT should continue as an entirely student-led activity, supported by the hosting university but without funding from IARU.</p> <p>Rexille Uy reported on experiences from the student-run education program "DeCal" at UC Berkeley. Students create and facilitate their own courses on a variety of (often unorthodox) subjects. The courses need to have a faculty sponsor and the department chair takes the final decision whether or not a course is appropriate. The courses are completely student-led, students learn a lot and may earn one credit.</p> <p><b>Presidents' Meeting, April 2014</b> Erik Lithander (ANU) reported that students from 8 partner universities have applied to the GXT competition that will take place in July 2014 at</p>

	<p>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.</p>
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## 7.1 IARU Research Consortium on Critical Theory and Comparative Studies in Culture and Society

<b>Lead</b>	Peking University
<b>Reporting</b>	Prof. Zhang Xudong, Peking University
<b>Executive summary</b>	<p>The International Center for Critical Theory (ICCT) was established in 2010 at Peking University with the aim to undertake interdisciplinary research in the fields of literature, culture and social thought. The center established a bilateral visiting scholars program, a doctoral and post-doctoral students exchange program, faculty exchange and organizes seminar series and annual conferences dedicated to the study of critical theory. Current members of the center include PKU, UTokyo, New York University and East China Normal University.</p> <p>PKU invites IARU universities to join ICCT as a full partner. Membership would involve participation in the exchange programs and activities of ICCT and contributing an equal share to the total ICCT budget.</p>
<b>Funding to date (in USD)</b>	n/a
<b>Outcomes of previous meetings</b>	n/a

## **Peking University Proposal on an IARU Research Consortium on Critical Theory and Comparative Studies in Culture and Society**

### **Executive Summary**

Peking University proposes that IARU members establish a research consortium to promote critical theory and comparative studies in culture and society. Critical Theory has as its focus the interdisciplinary, conceptual reflection on methodological considerations in literary, philosophical, and sociopolitical analysis and interpretation, and seeks to bring theoretical discourses to practice by engaging key questions of today's world that challenge and inspire human understanding. We take it to be a central task of IARU's intellectual and educational mission to promote critical, comparative thinking at a high level of theoretical sophistication and with conceptual rigor. The effort promotes an educated appreciation of diversity and multiplicity, on the one hand, while searching for a common frame of reference and a shared intellectual language and discourse. We hope that other IARU members will join this effort by identifying suitable internal programs. We also hope that some general, IARU-wide guidelines can be worked out at the Tokyo conference.

### **Modes of Operation**

#### **Postdoctoral Research**

Programs can be set at select IARU member institutions to host postdoctoral fellows in residence. Fellows can choose a particular program within the consortium to conduct postdoctoral research, or, when applicable, transfer from one program to another, i.e. spending the first year at Berkeley, the second year at Peking.

#### **Faculty Exchange**

IARU faculty can apply to this exchange program in order to teach and conduct research at another institution within the consortium.

#### **Joint Training of Graduate Students**

Joint committees can be established through the IARU network. Students enrolled in degree or certificate programs participating in the consortium can apply for funding to spend up to a year at another institution as exchange students.

#### **Undergraduate Education**

Explore ways to promote undergraduate education in key areas of textual interpretation; critical thinking; rereading classics; interdisciplinary research; and cross-cultural understanding.

#### **Annual Conference Series**

Annual conference series to address shared interests. An annual conference volume and bulletin of the consortium should be published.

## Funding Sources and Expenditure

We hope that participating IARU members can each allocate some seed money in the range of USD 50–150K to make possible the initial meetings, workshops, the inaugural conference, as well as planning and fund-raising. This financial support can either be new grants in aid or in the form of ongoing funding for existing programs at participating institutions. For instance, PKU's commitment to this initiative is reflected in its funding the operations of the International Center for Critical Theory, ICCT (see Appendix).

The goal is to establish a cluster of endowments at participating institutions which support the Consortium activities permanently.

We propose that, as a general guideline, faculty visits can be encouraged and supported by their home institution in the form of portable salaries, i.e. Peking University sending one faculty to teach at the University of Tokyo or University of California, Berkeley as if s/he were still teaching at PKU.

We propose that each participating IARU institution earmark up to 2 postdoctoral positions for this project, with stipend set at prevailing international rate; make one of these two fellowships portable; and be prepared to host 1–2 postdoctoral fellows from other IARU members. For instance, PKU can fund 1 postdoctoral fellow to take residence at Tokyo or Berkeley, while being prepared to host a postdoctoral fellow from each of them to join its local advanced studies team in the proposed area of research.

## Governance

We propose that an academic board be established by drawing board members from each participating center, institute or programs of the IARU institutions. The board is charged with making coherent and visionary plans for the consortium; overseeing the general budget; identifying particular local centers for consortium-wide activities and initiatives; and supporting and coordinating local centers' autonomous or semi-autonomous activities.

The annual board meeting can, through election or consultation, identify a local center as Coordinator for the consortium for 1–2 years, where the consortium secretariat is housed. The institutional Coordinator is charged with organizing the network-wide activities; with facilitating the communication among members; maintaining the Consortium's website; and with preparing the annual report to the IARU Presidents' Meeting.

Consortium-wide ad hoc faculty committees should be set up for important, network-wide fellowship selection and other competitive fellowships and grants.

## Appendix – International Center for Critical Theory (ICCT), a research and training consortium for IARU member institutions

*Xudong Zhang (PKU) and Takahiro Nakajima (UTokyo)*

- We seek to establish an international research and training consortium among IARU members dedicated to the interdisciplinary and theoretical analysis of literary, philosophical, cultural and political texts and phenomena in the age of globalization and postmodernity.

Critical Theory in its narrow sense refers to the intellectual production of the Frankfurt School. Broadly speaking, however, critical theory includes main trends of theoretical discourses in the 20<sup>th</sup> century ranging from psychoanalysis to poststructuralism, and from feminism to postcolonialism. By theory, we also mean theory's origin in critical and dialectical philosophy from Kant and Hegel; the entire intellectual tradition of Marxism; as well the ongoing praxis in the world beyond Western Europe which take this critical theoretical tradition as its source of inspiration and in turn contribute to the contemporary development of this tradition.

- The core mission is to promote critical thinking, methodological innovation, and conceptual-discursive construction conducive to a comparative, historically concrete understanding of different positions, identities, value systems, sociopolitical systems and cultural forms. While theoretical in orientation and rooted in a critical dialogue with classical texts in theory, ICCT is bent on exploring critical and theoretical discourses in the non-Western world as a co-producer, rather than mere consumer, of theory.
- ICCT takes as its central mission the critical analysis of contemporary cultural and political phenomena in different national, regional, as well as global situations and contexts. It regards all cultural forms and modes of production, from the novel to internet-based creative energy, as its subject of study.
- ICCT promotes in-depth dialogue and conversation across national, cultural, religious borders, an effort which both is aided by its shared theoretical assumptions and frameworks and puts them to test.
- Two of the ICCT members belong to IARU institutions: Peking University and the University of Tokyo. We propose that ICCT be included in the IARU Presidential meeting agenda, so that other IARU schools (Berkeley, Yale, National University of Singapore, Australian National University, Cambridge, and Oxford) can consider joining this effort.
- Funding for ICCT is, for the initial stage, estimated at 150,000 USD per year at each participating institution, which also may have pre-existing funding support for activities now under the rubric of ICCT. In principle, all participating institutions contribute an equal share of the total ICCT budget in addition to supporting programs and activities at home that are either an integral part of or affiliated with ICCT.
- ICCT activities will include:
  - an annual general research conference co-sponsored and participated by all hosting institutions, with the conference site rotating among the four current members at New York, Tokyo, Peking, and Shanghai (East China Normal)

- fellowship programs in advanced studies which allow faculty and external fellows to spend a semester or a year at other ICCT/IARU institutions as visiting fellows
- faculty seminar series, faculty-graduate workshop series, and directed graduate student reading group series funded independently or jointly by partner institutions
- a visiting professor program allowing faculty to teach at partner institutions from 4 weeks to one semester
- a visiting student program allowing advanced doctoral students to visit partner institutions for up to one year to conduct research and/or advanced language training
- dual and/or joint-degree or certificate programs to pool resources in training graduate students
- ICCT-wide dissertation fellowship and post-doctoral fellowship programs to identify and cultivate young scholars of particular promise in advancing critical, theoretical thinking in comparative study of literature, thought, and culture.
- a joint publication project and a website maintained by participating institutions



## 7.2 IARU Sports Initiative

<b>Lead</b>	Peking University
<b>Reporting</b>	Dr. Lu Fuquan, Peking University
<b>Executive summary</b>	<p>At the Senior Officers' Meeting 2014, PKU brought forward the idea of establishing an IARU Sports Initiative with two components: a) sharing of best practices of sports programs and physical education on the partners' campuses and b) starting research collaboration on sports sciences. After the meeting, a concept paper circulated to the partners. ETH Zurich and UCPH indicated their interest – in particular in the sports science part of the proposal. Three partner universities have no academic programs in sports sciences, thus lacking the basis for a collaboration in this field. No response was received from the four remaining partners.</p> <p>The initiative would start with an analysis of the partner universities existing sports offerings on campus (sports program and physical education) and their research and education programs in sports sciences. Based on the outcomes of this mapping exercise, the sports officers of the member universities would meet in Q3 of 2015 to analyze potential joint activities in the areas of sports program, physical education and sports science.</p> <p>This document contains:</p> <ul style="list-style-type: none"> <li>▪ <b>Proposal</b> to start the new IARU Sports Initiative with the three strands sports program on campus, physical education and sports science</li> <li>▪ <b>Funding request</b> of USD 10,000 to hold a workshop at PKU in Q3 of 2015</li> </ul>
<b>Funding to date (in USD)</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b></p> <p>Chen Dongmin (PKU) proposed a new institutional joint working and research collaboration initiative on sports. Successful practice in sports programs and physical education on the partner campuses would be shared and a new research collaboration on sports science (including health sciences) would be started. The main focus of the initiative would be on the latter by conducting joint research activities, establish joint and double Master's and PhD programs and exchange faculty.</p> <p>The IARU Secretariat will circulate the proposal among the Senior Officers and Key Contacts. Partners are asked to indicate their interest to the IARU Secretariat by 15 December 2014.</p>

## Sports Platform and Collaboration Strategy for IARU

### A Proposal from Peking University, 2014

*Submitted by Peking University*

*Proposal director: Prof. Dr. LI Ning<sup>1</sup>*

*Contact person: Associate Prof. Dr. LU Fuquan<sup>2</sup>*

### Objective

Initiative of learning and exchange platform on IARU sports such as but not restrict in campus sports, physical education and sports science in IARU

### Background

Without doubt, sports play significant roles in modern university, especially in the first-class universities in the world. The philosophy about sports and sports property diverse a lot in IARU members but at the same time share some common sense. Yale University cherishes the values of sportsmanship and fair play, and the lessons learned through competitive sports<sup>3</sup>. Peking University heritages the philosophy of “complete personality lies in physical education”<sup>4</sup>. University of California, Berkeley believes physical education courses provide opportunities for multi-cultural learning and socialization<sup>5</sup>. University of Cambridge found a brisk 20 minute walk each day could be enough to reduce risk of early death<sup>6</sup>, University of Oxford believes sport and exercise will lend your experience here untold richness and enhancement in many areas<sup>7</sup>, Australian National University works on offering health, fitness and leisure activities to make the campus life more energetic, invigorating and enjoyable<sup>8</sup>, National University of Singapore and ETH Zurich are proud of their calendar crammed with sporting events<sup>9</sup> and having something for everyone<sup>10</sup>.

According to research done by Peking University, we actually found very diverse sports dimensions in IARU members. Mainly there are **3 dimensions** when we are generally talking about sports: campus sports, including sports club and athletics; compulsory physical education; and sports science, including academic research and degree education in sports science (see table 1 in Appendix). Based on the information from the IARU members' websites, we try to illustrate and compare the campus sports, physical education, and sports science in 10 universities. We found no university could develop all those three dimensions well, and each university has its strong and weak points. For example,

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<sup>3</sup> <http://sportsandrecreation.yale.edu/>

<sup>4</sup> <http://pe.pku.edu.cn/bmgk/zrzc/>

<sup>5</sup> <http://pe.berkeley.edu/>

<sup>6</sup> <http://www.cam.ac.uk/research/news/lack-of-exercise-responsible-for-twice-as-many-deaths-as-obesity>

<sup>7</sup> <http://www.sport.ox.ac.uk/about-us/staff/>

<sup>8</sup> <http://www.anu-sport.com.au/>

<sup>9</sup> <http://nus.edu.sg/osa/src/>

<sup>10</sup> <https://www.ethz.ch/en/campus/Sport%20and%20leisure%20.html>

University of Oxford and University of Cambridge have long traditions in club sports, Australian National University and National University of Singapore are also proud of their campus sports. Yale University and University of California, Berkeley are very strong in athletics training and competition management, Peking University is particular well known for its compulsory physical education and athletic performance, while University of Copenhagen, ETH Zurich, and the University of Tokyo develop sports science well and provide degree education from Master to PhD. It is great to know that some of the universities which have strong physical education history or club sports now more and more focus on research and degree education in sports science, for example, Berkeley added lecture or lab course to the physical education, PKU established sports institute which consists of 10 research centers and 3 laboratories. We believe the other universities, more or less, running some research programs to help sports club management, athletics training and injury prevention, and assist in physical education. We believe establishing a sport platform oriented by scientific research applied by the methodology in sports science and the other inter-disciplines will greatly enhance the learning and exchange of sports in IARU members.

The Alliance of East Asia Research Universities (AEARU), which was established in 1996 and includes members such as National Taiwan University, Peking University, the University of Tokyo, Tsinghua University, and Seoul University, hold collegiate sports games and seminars for sports science every 2 years, under the lead of university presidents. These exchange activities, greatly improve the athletes competition and expression of sportsmanship among AEARU members<sup>11</sup>, and the academic seminars, although with less concrete cooperation, still improve the understanding each of sports science among the members. As the association of the top universities in the world, IARU is given the responsibility and should call for a more concrete cooperation platform, to assist and support, not only in sports science, but also in physical education and campus sports, the degree education program and academic research, to express their value about sports throughout the universities in the world.

## Suggested Activities

### 1. Identify representative from IARU members

The first step will be to elicit the interest of IARU members in this initiative and identify the entities and individuals working in the different areas in sports will represent the interested member universities.

#### Expected outputs

- A survey about the campus sports, physical education, sports science in the IARU members and their attitude about initiating a sports platform in IARU<sup>12</sup>
- Name list of “IARU sports representatives”

<sup>11</sup> <http://www.tsukuba.ac.jp/english/event/the-3rd-aearu-inter-university-basketball-tournament.html>

<sup>12</sup> The work will be finished before the Presidents' Meeting in Tokyo in March. According to the information from the IARU Secretariat, ETH Zurich and University of Copenhagen support this proposal.

## 2. Workshop of IARU representatives in charge of sports

The workshop should provide a platform for the exchange of experiences and mutual learning on the sports in IARU member universities. It might serve to:

- better understand the sports traditions and dimensions of each IARU member
- compare different attitudes and strategies of IARU member universities with respect to the property of the sports platform, and discuss two options:
  - a) establishing one integrated sports committee or relative independent with mutual collaborated sub-committees in sports, for example, the committee of campus sports, physical education, and sports science<sup>13</sup>.
  - b) mapping the constitution of committee or sub-committees or guidelines for the sports platform.

### Expected outputs

- Initiative of IARU sports representative congress
- Initiative of committee in sports, or sub committees in sports

## 3. Mapping potential strategy in IARU sports platform

The mapping should address and answer questions as below:

How significantly does the sports platform in IARU play a role in the university? Who is the target population in the university? What is the common value that each member will cherish in sports? How many faculty and students will be benefit from this platform and what kind of benefit might it be? On what kind of experience or learning should the platform focus? Sports club, athletics, sports sciences research and degree education in sports science, should the committee(s) focus on all or develop independent strategy respectively? Is it possible to initiate IARU sports game just as what EARU does? And how about establishing English course platform which permit Master candidates select mutually in IARU members? What are the funding sources for research collaboration, capacity building activities or exchange programs through which platform will be run as a sustainable one?

The mapping will be done in two steps: representatives identified in activity 1 shall come prepared to the workshop with an initial introduction and assessment of their university sports landscape. Based on the workshop exchange, the institutional IARU map on sports committee will be refined in the subsequent weeks.

### Expected outputs

Integrated strategy or independent strategy for next 2 years will be issued by the sports committee or sub-committees.

## 4. Potential follow-up activities

The committee/committees elects/elect a Standing Panel for executing the strategy made in activity 3. The Standing Panel will be a permanent group within IARU for the next two years. It should offer advisory services among committee member universities and for the Alliance, such as the assessment

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<sup>13</sup> It is up to each member to enter specific one or more committees depending on its sports dimension.

of relevant regional or global networks or initiatives and potential linkages. The focus of the Standing Panel would be on strategic options for the Alliance and on strategies of the member universities.

#### Expected outputs

Ad-hoc advice and recommendations on collaboration with IARU sports (on request or as issues occur)

#### Time table/work plan

Activities	2015			2016	2016ff
	Q2	Q3	Q4	Q1	
Endorsement by Presidents' Meeting 2015	#				
Compile list of member representatives	x				
Workshop: Committee(s)		x			
Mapping			x		
2-year strategy (to be presented to PM)				#	
Standing Panel					x

#### Budget

The budget covers the direct meeting costs of the workshop (activity 2) and its preparation as well as a follow-up meeting of the committee(s) to elaborate 2-year strategy (activity 3). IARU members will bear travel and applicant (Peking University) will cover accommodation costs of all representatives (1-3 representative (s) each member);

**The total amount requested from IARU is USD 10,000.**

#### Request for PM decision

- The applicants request PM approval to start the initiative in Q2 2015.
- The applicants request IARU funding of USD 10,000 for workshop.

## Appendix – Table 1

## Campus sports, physical education, sports science

University	Campus Sports	Physical Education	Sports Science
<b>Australian National University</b>	Name: ANU sport and recreation association(ANU sport) Constitution available(2007), annual report available(2013) Clubs: 35, 3306 members(2206 students) Blues Award, Club of the year, Peter Mccullagh Award	Physical education in the sports club	Not found. Need to complete if available.
<b>ETH Zurich</b>	Name: Academic Sports Association Zurich Program: individual training or group course Sports items: 120	Physical education in the sports club	Name: Department of health science and technology Education: Bachelor, Master, and PhD Research: Institute of Food Nutrition and Health Institute for Biomechanics, Institute of Human Movement Science and Sport, Institute of Robotics and Intelligent Systems, Institute for Environmental Decisions
<b>National University of Singapore</b>	Name: sports and recreation Items: over 40 Program: Singapore university games; institute- varsity-polytechnic games	Physical education in the sports club	Not found. Need to complete if available.

<p><b>Peking University</b></p>	<p>Name: Sports committee Running: department of physical education Sports club: 50+ Sports competition and activities: Sports culture festival, freshmen sports cup, campus sport games Athletes teams:13 Managing: department of physical education</p>	<p>Name: undergraduate compulsory and graduate selective physical education course Number of students: 5,500 undergraduates and 1,000 graduates for each semester Credits:4 credits for each in any 4 individual for undergraduates, one credit for one course for graduates Facility: wusi sports center, qiudeba Olympic gymnasium, Gymnasium No.1, Gymnasium No.2, Gymnasium in Science building.</p>	<p>Name: Institute of Sports Science Education: Master in education, focusing in sports sociology and humanities, sports and health and physical education in university 10 research centers: women and sports, martial arts, fitness, outward band, health preservation and culture, physical activity, diet and health promotion, sino-German sports, China sports industry, school sports, China football development 3 laboratories: sports performance, kinesiology, sports and photobiology</p>
<p><b>University of California, Berkeley</b></p>	<p>Name: sports and recreation Intramural Sports: Leagues are available, including basketball, soccer, softball, volleyball, and tennis Cal Sport Clubs: Instruction, competition, and recreation in 25 sports and activities, from archery to water polo</p>	<p>Name: Physical Education Program Course: aquatics, fitness, dance, martial arts, and team/individual sports in the following levels: Elementary, Low Intermediate, Intermediate, High Intermediate, Advanced, each course for 0.5 credits and 15\$ Lectures and lab courses in sports science are also available.</p>	<p>Not found. Need to complete if available.</p>
<p><b>University of Cambridge</b></p>	<p>Name: Physical education Department Location: university sports centre Sports club:52 Sports facility: sports center, Fenner's tennis and cricket ground, wilberforce road sports ground</p>	<p>No compulsory physical education course Physical education in the sports club</p>	<p>Not found. Need to complete if available.</p>

<p><b>University of Copenhagen</b></p>	<p>Not found. Need to complete if available.</p>	<p>Not found. Need to complete if available.</p>	<p>Name: Department of Nutrition, exercise, and sports          Education: Bachelor, Master, and PhD program          Research units: bioactive foods and health, clinical and experimental nutrition, Copenhagen neural control of movement, human and social science, integrated physiology, molecular physiology, obesity research, pediatric and international nutrition</p>
<p><b>University of Oxford</b></p>	<p>Organization: Oxford university sports federation          Competitive programs: BUCS and Varsity          Clubs: 85          Facility: Not found, need to add.</p>	<p>No compulsory physical education course          Physical education in the sports club</p>	<p>Not found. Need to complete if available.</p>
<p><b>The University of Tokyo</b></p>	<p>Not found</p>	<p>Not found</p>	<p>Name: Department of Humanities and social Science          Education: Bachelor of Liberal Arts          Research: Department of Humanities and Social Science, Department of Interdisciplinary Science, Department of Integrated Science/Sport science          Cross-disciplinary programs</p>
<p><b>Yale University</b></p>	<p>Name: Athletic Department          Program: The Yale Intramural program teams are organized competition items: 30          Win: Tyng Cup, the award for excellence          Facility: Ingalls Rink, Outdoor Education Center, McNay Family Sailing Center, Cullman-Heyman Tennis Center, Payne Whitney Gym, Kipphuth Exhibition Pool</p>	<p>Physical education in the sports club</p>	<p>Not found. Need to complete if available.</p>

### 7.3 Santander's Funding Proposal

<b>Lead</b>	n/a
<b>Reporting</b>	IARU Secretariat / NUS
<b>Executive summary</b>	<p>In fall 2013, NUS President Tan Chorh Chuan and Bernard Toh met with Santander's Chairman Emilio Botín and Vice-President Salvador Medina who signalled interest to set up an "IARU-Santander Research Fund" with USD 200,000 to 300,000 per year. Senior Officers and Presidents questioned whether such an endeavor would be worth the administrative effort required to guarantee the quality of projects and agreed to suggest to Santander to look into extending the promotion of student mobility instead. IARU Presidents attending the signing ceremony for the new sponsorship agreement of GSP in June 2014 planned to approach Santander's Chairman Emilio Botín with this idea but did not find the opportunity to do so due to the packed schedule of the meeting. In September 2014, Emilio Botín passed away. NUS offered to first get a feel on how to establish a new relationship with the successor on a bilateral basis before IARU as a group will approach Santander for extending the collaboration.</p>
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b>          With the intention to reshape the idea of Santander's interest to further support IARU with a research fund for student mobility, President Tan Chorh Chuan had planned to approach Santanders' Chairman Emilio Botín at the Universia Rectors' conference in July 2014, but did not find the opportunity to do so. A few weeks later, Mr Botín passed away.</p> <p>NUS offered to first get a feel on how to establish a new relationship with the successor on a bilateral basis before IARU as a group will approach Santander for extending the collaboration. The new Chair might also be an entry point. The topic will be raised again at the Presidents' Meeting 2015 in Tokyo.</p> <p><b>Presidents' Meeting, April 2014</b>          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 3<sup>rd</sup> <i>Universia International Rectors Meeting</i>, 28–29 July 2014 in Rio de Janeiro.</p>



### 7.4.1 IARU Joint Online Courses – Update on the Proposal in Preparation

<b>Lead</b>	National University of Singapore, UC Berkeley, The University of Tokyo
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	<p>Building on the success of GSP, the Presidents' Meeting 2014 tasked Senior Officers to look into other forms of IARU-wide student exchanges. One model might be IARU joint online courses. A single course would be taught with materials compiled by instructors at different institutions. Recorded lectures would be available online. Students would be assigned to a tutorial group comprising of local and international students from the participating institutions. The tutorials would take place virtually on the online platform where students engage in online discussions. Assessments and group projects would be handled individually at the institutions.</p> <p>Discussions with the faculties and schools at NUS, Berkeley and UTokyo are ongoing. The first draft of the proposal will be ready for the Senior Officers' Meeting 2015. A verbal update on the ongoing discussions will be given at this meeting.</p>
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<p><b>Senior Officers' Meeting, November 2014</b></p> <p>Building on the success of GSP, the Presidents' Meeting 2014 tasked Senior Officers to look into other forms of IARU-wide student exchanges. At their meeting in September 2014, GSP Coordinators discussed the possibilities, drawing attention to the existing bilateral exchange schemes between IARU universities. They cautioned setting up multilateral agreements as the administration burden might not be worth the effort. The Secretariat distributed an overview of existing student exchanges between the IARU universities.</p> <p>Anders Hagström reminded Senior Officers that an IARU multilateral student exchange agreement was signed in 2006 by 4 partner universities (ANU, ETH, NUS and UCPH). Although the agreement was set up to allow for more flexibility in balancing exchanges flows among the partners, in practice partners had to achieve balanced flows on a bilateral basis.</p> <p>As an alternative, Pradeep Chhibber suggested a “virtual exchange program” with joint teaching of online course modules. Andrew Wee presented a successful mode at NUS in collaboration with other partner universities where a single course is taught with materials compiled by instructors at different institutions. Lecturers or tutors are presented separately at each participating location. Recorded lectures are available online. Each student is assigned a tutorial group comprising of local and international students from the participating institutions. The tutorials take place virtually on the online platform where students engage in online discussions. Assessments and group projects are handled individually at the institutions. Social Science and Humanities are especially suitable for this teaching format. Bringing faculty together to</p>

agree on a joint syllabus and overcoming the different time zones is the biggest challenge. Pradeep Chhibber and Kiichi Fujiwara agreed to prepare a proposal for such a concept to be presented at the Presidents' Meeting 2015.

**Presidents' Meeting, April 2014**

*Extract from 2.1.a Global Summer Program GSP:* 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.

### 7.4.2 IARU Prize – *Update on the Proposal in Preparation*

<b>Lead</b>	University of Copenhagen
<b>Reporting</b>	IARU Secretariat
<b>Executive summary</b>	To raise IARU's external and internal visibility, Thomas Bjørnholm (UCPH) proposed to introduce an "IARU Prize" for students, researchers, junior faculty and/or NGO's. After discussions at the Senior Officers' Meeting 2014, a working group consisting of Erik Lithander (ANU), Jürg Brunnschweiler (ETH) and Astrid Gufler (UCPH) was formed to discuss various options and to work on a proposal for the Senior Officers' Meeting 2015. If there is agreement among the Senior Officers, the final proposal will be drafted and presented to the Presidents at their meeting in 2016 in Oxford.
<b>Funding to date</b>	n/a
<b>Outcomes of previous meetings</b>	<b>Senior Officers' Meeting, November 2014</b> To raise IARU's external and internal visibility, Thomas Bjørnholm proposed to introduce an "IARU Prize" for students, researchers, junior faculty and/or NGO's to be awarded annually at the Presidents' Meetings. The award could consist of sponsored prize money or of an offering for students/researchers to do an internship (e.g. 6 months) at one of the partner universities. Thomas Bjørnholm will draft a brief proposal and circulate it among partners for feedback and inputs. If there is interest, UCPH and ETH will draft a proposal for the Presidents' Meeting 2015.







## 8. Update on IARU Membership

### Background

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 Presidents' consideration (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 at the Presidents' Meeting 2014.

At that meeting, Presidents agreed to Sir Leszek Borysiewicz suggestion of not defining criteria, as they might be referred to by other institutions that meet them. 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.

### Membership Invitation to Universidade de São Paulo

The IARU Chair, Prof. Ralph Eichler, invited Universidade de São Paulo (USP) to join the International Alliance of Research Universities. A formal letter of invitation from Prof. Eichler was sent on 15 May 2014 to Prof. Dr. Marco Antonio Zago, Rector of USP. A copy of the letter was also sent electronically to Prof. Machado Neto, Vice-Rector for International Relations at USP, whom Jürg Brunnschweiler (ETH Zurich) had met just a couple of weeks before at the *Going Global* conference in Miami. Jürg Brunnschweiler followed up with an email reminder on 20 June 2014. None of this communication had generated any reaction from USP – not even an acknowledgment of receipt.

At the Universia Rectors' conference in Rio de Janeiro in July, Don Filer (Yale) had the chance to briefly talk to Prof. Neto. As a consequence, Ms. Angela das Neves from the USP International Office sent a short e-mail, saying that USP would envisage to join the alliance in 2015. The follow-up e-mail by the Secretariat remained unanswered to date, leaving it unclear whether USP genuinely plans to join the alliance or not. No further communication has taken place since.

Senior Officers discussed at their meeting in November 2014 whether USP would be genuinely committed to become an active IARU member or if they were reluctant to decline the invitation. All agreed that USP's reaction was not a good sign.

### Options

1. Renew / reconfirm invitation to Universidade de São Paulo
2. Consider inviting another Latin American university
3. Invite University of Cape Town to join the alliance
4. Keep a moratorium (e.g. 7 years) for any further expansion of membership







## 9. Financial Report

### IARU Income & Expenditure Statement

1 January – 31 December 2014

		<b>Total (USD)</b>
<b>Carried forward from 31 December 2013</b>		262 750.83
<b>INCOME</b>		400 000.00
Members' contribution	200 000.00	
IARU-Santander sponsorship for GSP	200 000.00	
<b>Total available funds</b>		<b>662 750.83</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>		43 490.91
Presidents' Meeting 2014	27 841.02	
GSP Working Committee Meeting 2014	5 938.26	
Senior Officers' Meeting 2014	9 711.63	
<b>Initiatives</b>		90 887.70
Academic IP Pooling Workshop (April 2014)	9 572.56	
Campus Sustainability Workshop (Mar. 2014)	6 060.14	
ALH Graduate Student Conference (June 2014)	15 000.00	
Research Administrators' Meeting (Oct. 2014)	5 255.00	
Making Univ's Sustainable Conference (Oct. 2014)	25 000.00	
Sustainability Science Congress (Oct. 2014)	15 000.00	
Publication IARU Green Paper (Oct. 2014)	15 000.00	
<b>Disbursements</b>		200 000.00
IARU-Santander sponsorship for GSP 2014	200 000.00	
<b>Secretariat costs</b>		80 000.00
Contribution to Secretariat costs	80 000.00	
<b>Total Expenditure</b>		<b>414 378.61</b>
<b>BALANCE</b>		<b>248 372.22</b>
Total available funds	662 750.83	
Total expenditure	414 378.61	

## Budget 2015

	max. amount	Total (USD)
<b>Carried forward from 31 December 2014</b>		248 372.22
<b>INCOME</b>		400 000.00
Members' contribution	200 000.00	
IARU-Santander sponsorship for GSP	200 000.00	
<b>Total available funds</b>		<b>648 372.22</b>
<b>EXPENDITURE</b>		
<b>Meetings</b>		55 000.00
Presidents' Meeting 2015	30 000.00	
GSP Working Committee Meeting 2014	10 000.00	
Senior Officers' Meeting 2015	15 000.00	
<b>Initiatives</b>		93 983.00
EdTech Horizons Workshop (Nov. 2014)	15 000.00	
Campus Sustainability Workshop (Jan. 2015)	3 983.00 *	
International Students Support Group Meeting (Mar. 2015)	10 000.00	
Technology Transfer Workshop (Apr. 2015)	10 000.00	
Global Transformation in Member Strategies (May 2015)	10 000.00	
Workshop of the Gender Group (June 2015)	10 000.00	
Research Administrators' Meeting (October 2015)	10 000.00	
Campus Sustainability Website write-up (PM11)	15 000.00	
Campus Sustainability Benchmarking Study (PM12)	10 000.00	
<b>Disbursements</b>		200 000.00
IARU-Santander sponsorship for GSP 2015	200 000.00	
<b>Secretariat costs</b>		80 000.00
Contribution to Secretariat costs at ETH Zurich	26 666.67	
Contribution to Secretariat costs at UCPH	53 333.33	
<b>Total Expenditure</b>		<b>428 983.00</b>
<b>Balance Subtotal</b>		<b>219 389.22</b>
Total available funds	648 372.22	
Total expenditure	428 983.00	
<b>New proposals</b>		3 500.00
<i>Sports Workshop (2015)</i>	10 000.00	
<i>Green Guide for Universities (2015)</i>	3 500.00	
<i>IARU Global University Climate Forum (Dec. 2015)</i>	15 000.00	
<i>Campus Sustainability Website write-up (PM11)</i>	-15 000.00	
<i>Campus Sustainability Benchmarking Study (PM12)</i>	-10 000.00	
<b>BALANCE</b>		<b>215 889.22</b>
Total available funds	648 372.22	
Total expenditure ( <i>incl. new proposals</i> )	432 483.00	

\* Invoice already paid

**Outlook 2016–2018 onwards: Submitted Proposals**

		<b>Total (USD)</b>
<b>Projects Submitted for Approval</b>		<b>up to 75,000</b>
<i>Research Administrators' Meeting 2016</i>	<i>up to 10,000</i>	
<i>Research Administrators' Meeting 2017</i>	<i>up to 10,000</i>	
<i>Research Administrators' Meeting 2018</i>	<i>up to 10,000</i>	
<i>Campus Sustainability Officers' Workshop 2016</i>	<i>up to 15,000</i>	
<i>Campus Sustainability Officers' Workshop 2017</i>	<i>up to 15,000</i>	
<i>Campus Sustainability Officers' Workshop 2018</i>	<i>up to 15,000</i>	



## 9.2 Presidents' Meeting 2016

### IARU Presidents' Meeting 2016

Confirmed dates: 25–26 April 2016, hosted by University of Oxford

The official part of the meeting will start with a Welcome Dinner on Sunday, 24 April, and end with lunch on Tuesday, 26 April.

### Past and future Presidents' Meetings

2018 @ Peking University (120<sup>th</sup> anniversary of PKU, date tbd)

2017 @ tbd

2016 @ University of Oxford (25–26 April)

2015 @ The University of Tokyo (2–3 March)

2014 @ ETH Zurich (24–25 April)

2013 @ National University of Singapore (8–9 April)

2012 @ University of Copenhagen (26–27 April)

2011 @ Yale Club, New York City (6–7 April)

2010 @ Peking University (13–14 April)

2009 @ University of Cambridge (28–29 April)

2008 @ Yale University (22–23 April)

2007 @ Australian National University (28–29 March)

2006 @ National University of Singapore (13–14 January)







## IARU Calendar

### Meetings and Activities 2015

<b>Date</b>	<b>Event</b>	<b>Host</b>
27–29 January	Campus Sustainability Officers' Workshop	ETH Zurich
1 March	IARU World Alumni Forum	UTokyo
2–3 March	Presidents' Meeting	UTokyo
29–31 March	International Students Support Group Meeting	Oxford
27 April	Technology Transfer Workshop	NUS
3–5 May	Global Transformation Workshop	ETH Zurich
May–August	Global Internship Program (GIP)	all
June	Librarians' Meeting	PKU (tbc)
29–30 June	Women and Men in Globalizing Universities (Workshop V)	Oxford
June–August	Sustainability Fellowship Exchange Program	all
June–August	Global Summer Program (GSP)	all
early September	ALH Steering Committee Meeting	UCPH
21–22 September	GSP Working Committee Meeting	Yale
15–16 October	Research Administrators' Meeting	Berkeley
25–29 October	7 <sup>th</sup> Alumni Associations Summit	ANU
22–23 October	Senior Officers' Meeting	UCPH
November	Workshop on Global Medical Collaboration	PKU

## IARU Meetings – Overview

### Presidents' Meetings

2018 @ Peking University (120<sup>th</sup> anniversary of PKU, date tbd)

2017 @ tbd

2016 @ University of Oxford (25–26 April)

2015 @ The University of Tokyo (2–3 March)

2014 @ ETH Zurich (24–25 April)

2013 @ National University of Singapore (8–9 April)

2012 @ University of Copenhagen (26–27 April)

2011 @ Yale Club, New York City (6–7 April)

2010 @ Peking University (13–14 April)

2009 @ University of Cambridge (28–29 April)

2008 @ Yale University (22–23 April)

2007 @ Australian National University (28–29 March)

2006 @ National University of Singapore (13–14 January)

### Senior Officers' Meetings

2016 @ Peking University (date tbd)

2015 @ University of Copenhagen (22–23 October)

2014 @ National University of Singapore (14–15 November)

2013 @ University of California, Berkeley (5–6 November)

2012 @ University of Cambridge (29–30 October)

2011 @ Australian National University (24–25 October)

2010 @ ETH Zurich (18–19 October)

2009 @ University of Oxford (22–23 October)

2008 @ University of California, Berkeley (20–21 October)

2007 @ The University of Tokyo (19–21 September)

2006 @ ETH Zurich (20 September)

2005 @ Yale University

### GSP Working Committee Meetings

2015 @ Yale University (21–22 September)

2014 @ University of Oxford (22–23 September)

2013 @ ETH Zurich (9–10 September)

2012 @ Peking University (24–25 September)

2011 @ University of Copenhagen (17–18 September)

2010 @ University of Cambridge (19–21 September)

2009 @ University of Oxford (14–15 September)

2008 @ Antwerp, Belgium (19–21 September)

2008 @ University of Cambridge (11–13 February)

## Confirmed Outcomes of the 10<sup>th</sup> IARU Senior Officers' Meeting National University of Singapore, 14–15 November 2014

### Opening

Prof. Tan Chorh Chuan, President of NUS, and Prof. Ralph Eichler, IARU Chair, welcomed all participants to the meeting. The Senior Officers from Cambridge and Yale had sent their apologies for not being able to attend the meeting.

The Chair thanked NUS, in particular Mr. Bernard Toh and his team, for their kind hospitality and the IARU Secretariat for preparing the meeting.

### Session 1: Senior Officers' Regional Round-up

#### Australian National University

Australia's Senate is debating legislation that would allow Australian universities to charge tuition fees to domestic students. The outcomes of the debate, expected in March 2015, are uncertain. The proposal is linked with a planned 20 percent cut of the budget for universities. There is fear that the government might cut the budget anyways, even if the fee charging proposal fail. Such a cut would affect ANU heavily.

Following a student campaign, ANU decided to sell shares of seven companies engaged in fossil fuel. The Australian economy relies heavily on fossil fuel; the government and the mining lobby reacted very negatively to this decision. However, ANU received very strong student and popular support for their leadership. It is unclear if there is a direct link, but applications to ANU for the next academic year are up by 10 percent. Other universities might follow ANU's example.

ANU is actively engaged in Myanmar. Oxford, NUS and ANU have started a trilateral dialogue to look into aligning some of their activities in Myanmar. Erik Lithander offered to share experiences of how to approach Myanmar.

#### ETH Zurich

Ralph Eichler's term of office as President of ETH Zurich is coming to an end at the end of 2014, making this his last IARU meeting. The new President is the current Rector, Lino Guzzella. There will be two further new members on the Executive Board: Prof. Sarah M. Springman, a civil engineer, has been appointed new Rector and Prof. Detlef Günther, an analytical chemist, new Vice-President for Research and Business Relations. With three new of the five-member Board, there might be a lot of change, once the Board has developed its strategy.

In Singapore, ETH Zurich has launched the second project, "Future Resilient Systems" (FRS), within the Singapore-ETH Center. The first project, "Future Cities Laboratory" (FCL), currently employs over 100 researcher on the CREATE campus. A third project (Food and Nutrition) is in the planning pipeline for 2016. The first five-year funding of the FCL will end 2016, a proposal for a second phase is under consideration by the National Research Foundation.

In Zurich, ETH inaugurated its Institute of Theoretical Studies (ITS) last year. The ITS offers sabbatical both for senior and junior fellows.

Immigration continues to be a political issue, with discussions on how to implement the popular initiative to limit “mass immigration” that was adopted on 9 February 2014 and prompted the European Union to exclude Switzerland from Horizon 2020 and Erasmus+. Although Switzerland has managed to reach a temporary agreement with the European Union about partial association in the Horizon 2020 program (“Excellent Science” pillar) this summer, a lot of uncertainty remains. On 30 November a further popular initiative will come to the vote. This initiative would cap total population growth through immigration at 0.2 percent (currently about 1 percent). Such a rigid limitation would affect ETH deeply, where 70 percent of faculty and PhD students come from abroad. ETH members hence engage in the political campaign against the initiative.

### **National University of Singapore**

The Yale-NUS College, now in its first year, is flourishing. There is very high student interest for the next academic year and the quality of applications has exceeded expectations.

Also the NUS Research Institute in Suzhou, China, is expanding rapidly. The Institute is launching three new centers focusing on China’s business landscape, public policy and urban issues.

At home, NUS has opened new research programs in neurobiology, engineering and medicine, 3D materials, as well as a new Center for Nuclear Research. Although Singapore has decided not to build a nuclear power plant of its own, it is important to have the know-how in view of nuclear power plants in the neighbouring countries.

As the NUS Campus is becoming increasingly crowded, the university is engaging in a process of campus greening, including planting many more trees.

Singapore is preparing the next national 5-year funding cycle for research. There is increasing pressure to demonstrate value to society from research. This pressure will continue, but there is hope that support for basic research will also expand. Singapore plans to invest more in the Humanities and Social Sciences with a new Funding Council. Other priority areas will include research in aging and health in Asia, biodiversity, cybersecurity, and learning methodologies.

### **Peking University**

The Chinese government’s anti-corruption campaign has reached universities. As a pilot case, government auditors have investigated Fudan University. The focus is on use of the national research funds by universities and other national institutions within the stringent rules set by the government. Universities are now in a period of self-examination and self-correction.

The deep reform of the educational system in China is still ongoing. PKU and Tsinghua University have been invited to propose reforms in various areas, including academic programs and admission policies. The government is also looking to revise technology transfer policies, transferring IP of state enterprises to the private sector and giving universities ownership of IP developed with state funds.

As an important addition to PKU’s international programs, the Yenping Academy will be opened in fall 2015. To attract the best international students, the program has been granted generous scholarships and a privileged location on campus, causing some protests by alumni.

For the new Medical City, which will be launched in December 2014, PKU has invited a group of distinguished physicians and administrators as advisors of this international hospital. President Wang plans to make it to a platform for international collaboration in medicine and life sciences. At the IARU workshop preceding the opening ceremony, the possibility for IARU members to collaborate in digital medicine, mobile medicine etc. will be discussed.

### **University of California, Berkeley**

With the aim of bringing data science into the undergraduate curriculum, Berkeley has established a new Berkeley Institute for Data Science, funded by the Gordon and Betty Moore Foundation and the Alfred P. Sloan Foundation. Siemens is an investor partner of the project. The institute is located in the center of the campus.

To account for rising costs, Berkeley has announced an increase in tuition fees by 5% for the 2015–16 academic year.

Berkeley plans to establish a global campus and “living laboratory” in partnership with universities from around the world, as well as with private industry. The Berkeley Global Campus will be built at Richmond Bay, a site that was originally planned as a joint second campus for Lawrence Berkeley National Laboratory and UC Berkeley. Some funding issues still need to be resolved. Leading universities and high-tech companies will be invited to work side-by-side with Berkeley in this campus setting. Chancellor Dirks will provide the IARU Presidents with more information at their next meeting in March 2015.

### **University of Copenhagen**

In Denmark, higher education continues to be a topic for political debate, not least in view of the large portion (60-70 percent) state funding. Although the institutions have a large degree of autonomy (in principle), the government wants to have a say in many areas. After 10 years of policies to increase the number of students, the government wants to cut student numbers. With a focus on the employability of graduates, the humanities are under particular threat.

The buildings of UCPH are owned by the government, which makes for a rigid system, where any construction project needs to be negotiated with the government.

UCPH is trying to voice the important role of universities as drivers of innovation and economic growth. There is a delicate balance between state and private funding, but UCPH is aiming to develop its fundraising activities, looking at the UK and the USA and also to ETH Zurich as role models. There are a lot of private foundations in Denmark and the university already receives substantial funds for aging and health studies.

The European Spallation Source (ESS) is the largest research infrastructure since CERN. The facility is being built in Lund, Sweden, but the ESS Data Management and Software Centre will be located in Copenhagen, making it an important resource and hub for excellence.

Within the Knowledge and Innovation Communities (KIC) of the European Institute of Innovation and Technology (EIT), UCPH joined the Climate-KIC last year, is partner of a bid for a new Health-KIC, and is planning for a KIC on Food and Nutrition.

Also in Denmark immigration is a hot topic on the political agenda. UCPH emphasizes the importance of attracting talent from all over the world, explaining why it is so important to be open to the world.

## University of Oxford

Oxford has opened a new Cancer Research Institute that will include research on the use of proton beam therapy, a new Institute of Rheumatology and a new building for the China Centre. Oxford increasingly offers digital content, such as lectures and teaching material on iTunes U. Downloads from this podcast site have exceeded 23 million this year.

In his Vice-Chancellor's Oration this year, Andrew Hamilton focused on the importance of immigration for universities, as a statement in the debate launched by the UK government about restricting immigration.

To increase outreach to underserved communities, Oxford offers free summer schools to prospective students under the UNIQ program. One of the aims of the program is to increase the admissions chances to a broader student population. The external funding of the program has now run out so the university is looking for new funding sources.

The first Oxford India Lecture was held in September 2014. The Oxford India Lectures build on the success of the series of Oxford London Lectures and last year's Oxford China Lecture, in order to share the fruits of Oxford's research with a wider audience of business, politics, civil society and academia that otherwise would be difficult to connect with.

Over the last years, Oxford has been building up links with Myanmar by helping the country's universities with their strategic planning, such as building up an international strategy and setting up student programs.

## The University of Tokyo

The current Japanese government has provided a more stable economy, promoting higher education and research. Within the new national program to develop "Top Global Universities", UTokyo was selected as one of the institutions. The initiative will mean strengthening links with strategic partners (e.g. IARU universities), developing more exchange programs, joint degrees, etc. UTokyo is currently evaluating faculty-led proposals to implement the program.

UTokyo has decided to change its academic calendar starting in 2015/2016. The decision is a compromise, retaining the start of the academic year in spring and the long break in the winter, but the new calendar will make it easier for students to do an exchange semester or attend summer schools.

The engagement with MOOCs has caught a lot of attention by newspapers and Japanese television. UTokyo's courses attract a broad international student audience with only 10 percent of students from Japan.

The gender balance continues to be a challenge. One of the goals of UTokyo's "Super Global University" program will be to increase the proportion of female faculty members to 30 percent (from currently 14 percent, and only 9 percent for tenured positions) in the next ten years.

President Hamada's term of office will end at the end of March 2015. The successor is not known yet, the decision is expected at the end of November 2014.

## Session 2: Institutional Joint Working & Research

### 2.1 Academic IP Pooling and Collaborative Technology Transfer

Due to staff shortage at PKU, the development of a pilot portal with sample IP from PKU has been on hold. It is envisaged to have the pilot portal go live before the Presidents' Meeting 2015.

The Technology Transfer Workshop held in April 2014 at ETH Zurich focused on entrepreneurship. The participants found it useful to share experiences even though partners work in different environments and take different approaches to technology transfer. The workshop discussed possible collaboration projects, such as staff exchange, the organization of an IARU Entrepreneurship Forum, holding collective presentations to venture capitalist, offering partners access to pre-incubators and setting up a joint coaching network.

Senior Officers agreed to support an annual workshop of technology transfer officers and approved funding of USD 10,000 to NUS who volunteered to host the next meeting, to take place in conjunction with the "InnovFest unBound" innovation and entrepreneurship conference on 28–30 April 2015 at NUS. UTokyo signalled interest to join the initiative and ETH offered to contribute actively to the workshop. The initiative will be renamed to "Technology Transfer Network".

### 2.2 Aging, Longevity and Health (ALH)

The ALH Steering Committee has been constituted with representatives of 9 partners. Its first meeting focused on student opportunities, such as summer schools, exchange programs and fellowships for PhDs and postdocs, and on how to catalyse research collaborations through conferences and meetings. IARU Chair Ralph Eichler thanked UCPH for successfully hosting the 3 IARU conferences in June 2014 in Copenhagen, which were all well organized and well attended.

### 2.3 Alumni Associations Network / Alumni Forum 2015

The 6<sup>th</sup> Alumni Associations' Summit was held in October 2014 in Copenhagen. Alumni directors confirmed that they value these summits for benchmarking and inspiration. The summit was concluded by a networking reception with 90 alumni from 7 partner universities.

Kiichi Fujiwara updated the Senior Officers on the first IARU World Alumni Forum to be held on 1 March 2015 prior to the Presidents' Meeting in Tokyo. There will be several workshops and keynote speeches on the forum's theme "Economics, Culture and Innovation: Lessons from Japan" with one of the best-known architects of Japan and leading people from the business sector. A panel discussion with IARU Presidents and a joint networking reception will also be part of the forum. IARU Chair Ralph Eichler welcomed the idea of IARU alumni getting to know each other and stressed the added value of such alumni receptions to the Presidents' Meetings.

### 2.4 EdTech Horizons Workshop

At the first EdTech Horizons Workshop, which was running in parallel to the Senior Officers' Meeting at NUS, the delegates from 7 partner universities and 3 guest speakers discussed trends, opportunities and challenges IARU members are experiencing in supporting technology-enabled education. The aim of the workshop was to identify collaborative projects in technology-enabled education, initiate a mapping of educational technology used by partners and to set up an IARU EdTech Wiki site.

## 2.5 Global Transformation in IARU Member Strategies

The project coordinator at ETH, Dr. Barbara Becker, has conducted a series of targeted interviews with representatives of NUS and a literature review to frame the questions of the intended mapping of current institutional approaches and arrangements of IARU members in relations with emerging and developing countries. She will contact the network in Q4 of 2014 to find a date for the first meeting to be held in spring 2015 at ETH.

Senior Officers confirmed that there is solid support among partners for the working group but stated that they are still uncertain about the focus of the group and thus have not yet decided who the right person(s) in their institutions would be to participate in the group. They requested that the date-finding invitation contain an “idea paper” to help them communicate to potential participants what to expect.

## 2.6 International Students Support Group

Senior Officers endorsed the funding request of USD 10,000 for the first meeting of the group to investigate the best approaches to international student teaching and support. The meeting will take place in spring 2015 in Oxford with strong support from Cambridge.

Partners also reported difficulties with this group to identify the right people at their universities. As academic skill development will be a major topic of the meeting, the aim is to get an academic support group together.

NUS shared that 60% of its student cohort is international. NUS' support of international students is targeted at integrating international students socially with home students and local people. Academic services are offered to all students, without particularly addressing international students. NUS would like to learn more from partners' experiences with peer-mentoring services. PKU is interested in learning more about the support of international students studying in a foreign language.

A topical session of the Presidents' Meeting 2015 will be devoted to the role of the international offices of the IARU universities in accommodating an international student body.

## 2.7 Librarians' Contact Group

At its 3<sup>rd</sup> meeting in June 2014 in Berkeley with full representation from all IARU members, the Librarians' Contact Group discussed the major issues facing university libraries today. In consultation with the IARU Sustainable Campus initiative, the group has developed an “IARU Green Libraries” report, showcasing partners' activities reduce their libraries' carbon footprint. The report which includes best practices examples from all members has been published on the IARU website.

ETH's library has initiated a new project to benchmark the services of the IARU libraries. The collected data will be analysed at the next meeting of the Librarians in June 2015 at PKU and presented to the next Senior Officers' meeting. Bernard Toh encouraged the librarians to look into the idea of initiating a student internship program – possibly in collaboration with the Sustainability Fellowship Exchange Program. Barry Halliwell asked the group for a discussion on approaches to dealing with publications in open-access journals.

## 2.8 PKU Medical City

Dr. Zhang Chi reported on the PKU-IARU workshop on medical collaboration to be held on 3 December 2014 in conjunction with the PKU International Hospital Advisory Board meeting. The

workshop will be followed by the opening ceremony of PKU International Hospital on 5 December. (The 2nd workshop on Mobile Health, originally planned for 4 December, has been postponed to the first half of 2015). Partners have been invited to contribute to the workshop with presentations and collaboration project proposals. Sessions will include presentations of the PKU-Oxford joint research project on an early-warning system of patients in cardiology, comparison of mobile health policies in different countries and real-life medicine on diabetes.

PKU proposes to have a series of annual workshops at PKU on different collaborative projects. No IARU funding will be required for the workshops.

### **2.9 Research Administrators' Network**

The 3<sup>rd</sup> meeting of the Research Administrators' Network was held in Oxford on 1–2 October 2014. A major theme in all meetings of the network has been how to reduce administrative barriers to research collaboration. The group has made a first draft for a common IARU agreement on how to handle Marie Curie fellowships in the Horizon 2020 program. Another outcome of the collaboration is a first draft of a joint lexicon, where the research administrators share terms and phrases in international research collaboration. It is foreseen to share the knowledge base on the IARU website.

The network suggests holding a seminar on "Funding of Research". Major funding companies and foundations would be invited to a networking event with the IARU Presidents and Research Administrators' Officers with the aim to increase the individual partners' competitiveness for funding. Senior Officers questioned whether such an event would achieve the desired outcome and create a platform for broader discussions. The foundations would have to be selected very carefully. Senior Officers asked the Research Administrators to prepare a proposal to be presented to the Presidents in March 2015.

### **2.10 Women and Men in Globalizing Universities**

The group is working to complement the benchmark analysis of the IARU universities with data from PKU and with further statistical data also from non-PTEM fields such as medicine, social sciences and humanities. The group further plans to elaborate a memorandum on the advantages of equilibrating gender figures at the IARU universities. Senior Officers approved the funding request of USD 10,000 to finance the group's next workshop to be held in June 2015 at Oxford.

### **2.11 Collaboration with Futurity**

IARU is now associated with Futurity. Each IARU institution can now engage with Futurity's online platform for science news by entering a bilateral agreement with Futurity at the cost of USD 3,000 per year. To date, ETH, Berkeley, NUS, UCPH and Yale have already opted to do so.

ETH reported that since joining on 1 September 2014, about 15 news articles from ETH have been published by Futurity, contributing to an increased visibility of ETH abroad.

### **2.12 Value of Research-Intensive Universities**

With the publication of the report on the IARU website in February 2014, the initiative was brought to an end. To keep the page up to date and relevant, Presidents have agreed that the information should be updated on a regular basis. The Secretariat will send out an invitation to the partners to contribute

new case studies and links to the report. The aim is to have an updated page for the Presidents' Meeting 2015.

### **Session 3: International Strategies of IARU Universities**

Prof. Andrew Wee, Vice-President University and Global Relations, presented the Global Strategy of NUS. The presentation was followed by a discussion of strategic approaches of the partner universities.

### **Session 4: Global Education Initiatives**

#### **4.1.a Global Summer Program (GSP)**

Anders Hagström reported on behalf of the GSP Coordinators on the Global Summer Program (GSP). GSP continues to be a flagship activity of IARU. The large number of hits on the IARU GSP webpages confirm the strong student interest in the program.

Course cost continues to be a concern as it is a deciding factor for students when considering participation. Five courses 2014 had total costs of USD 5,000 or more. Without the support from Banco Santander, the cost challenge would even be greater. In 2014, 51% of all IARU GSP students benefitted from the IARU-Santander GSP Scholarships.

The preparations for GSP 2015 are well under-way. The number of courses offered will increase by one to 21. There would be room for having more students in the courses with the same cost and administrative efforts.

The IARU Secretariat conducted a survey with the three GSP cohorts 2011–2013. The survey results confirm that GSP is highly regarded by the students. Students created many life-long international friendships. GSP Coordinators are considering possibilities of fostering the network of GSP alumni. The IARU World Alumni Forum in Tokyo will be used as a platform for also inviting GSP alumni.

ANU and Berkeley have elaborated a “GSP hub proposal” as a means of getting more students together in one location and to reduce costs. ANU is looking into offering its 2015 GSP course in a format reflective of the proposed “IARU Student Research Hub”. It is aimed to launch the first IARU Student Research Hub in 2016 with a maximum of 45 students.

#### **4.1.b Santander Agreement**

The first sponsorship agreement with Santander ended with GSP 2014. Santander has agreed to continue the support for GSP for the next 3 years under the same conditions. NUS having agreed to act as the contracting partner signed the new agreement for 2015–2017 on behalf of IARU partners. Senior Officers tasked the IARU Secretariat to write an acknowledgement letter to Santander in coordination with NUS.

#### **4.2 Global Internship Program (GIP)**

The Global Internship Program is not a program per se but rather a platform for partners to offer student internships. The corresponding section on the IARU website belongs to the most frequented

pages, especially during the GSP application period. No internship opportunities for 2015 have been announced so far. Partners are encouraged to send their internship offers to the Secretariat.

### 4.3 Global Cross Disciplinary Tournament (GXT)

Erik Lithander reported from GXT 2014 which was organized by the student association at ANU. Students were given a theme (“The Future of the Body”). In cross-disciplinary, cross-cultural teams, they were then asked to define a challenge and develop a solution before meeting for two weeks at ANU. Also this year, students were very enthusiastic about the tournament. 25 students from 6 partner universities participated. Students at UTokyo had indicated an interest in organizing GXT 2015. *(Note: After the meeting UTokyo notified the Secretariat that the GXT 2015 cannot be hosted in Tokyo.)*

Erik Lithander found the activity worthwhile and advised that GXT should continue as an entirely student-led activity, supported by the hosting university but without funding from IARU.

Rexille Uy reported on experiences from the student-run education program “DeCal” at UC Berkeley. Students create and facilitate their own courses on a variety of (often unorthodox) subjects. The courses need to have a faculty sponsor and the department chair takes the final decision whether or not a course is appropriate. The courses are completely student-led, students learn a lot and may earn one credit.

### Session 5: Brainstorming on an IARU Student Exchange Program

Building on the success of GSP, the Presidents’ Meeting 2014 tasked Senior Officers to look into other forms of IARU-wide student exchanges. At their meeting in September 2014, GSP Coordinators discussed the possibilities, drawing attention to the existing bilateral exchange schemes between IARU universities. They cautioned setting up multilateral agreements as the administration burden might not be worth the effort. The Secretariat distributed an overview of existing student exchanges between the IARU universities.

Anders Hagström reminded Senior Officers that an IARU multilateral student exchange agreement was signed in 2006 by 4 partner universities (ANU, ETH, NUS and UCPH). Although the agreement was set up to allow for more flexibility in balancing exchanges flows among the partners, in practice partners had to achieve balanced flows on a bilateral basis.

As an alternative, Pradeep Chhibber suggested a “virtual exchange program” with joint teaching of online course modules. Andrew Wee presented a successful mode at NUS in collaboration with other partner universities where a single course is taught with materials compiled by instructors at different institutions. Lecturers or tutors are presented separately at each participating location. Recorded lectures are available online. Each student is assigned a tutorial group comprising of local and international students from the participating institutions. The tutorials take place virtually on the online platform where students engage in online discussions. Assessments and group projects are handled individually at the institutions. Social Science and Humanities are especially suitable for this teaching format. Bringing faculty together to agree on a joint syllabus and overcoming the different time zones is the biggest challenge. Pradeep Chhibber and Kiichi Fujiwara agreed to prepare a proposal for such a concept to be presented at the Presidents’ Meeting 2015.

## Session 6: Updates on Ongoing Proposals

### 6.1 Santander's Funding Proposal

With the intention to reshape the idea of Santander's interest to further support IARU with a research fund for student mobility, President Tan Chorh Chuan had planned to approach Santanders' Chairman Emilio Botín at the Universia Rectors' conference in July 2014, but did not find the opportunity to do so. A few weeks later, Mr Botín passed away.

NUS offered to first get a feel on how to establish a new relationship with the successor on a bilateral basis before IARU as a group will approach Santander for extending the collaboration. The new Chair might also be an entry point. The topic will be raised again at the Presidents' Meeting 2015 in Tokyo.

### 6.2 National Research Foundation Proposal

Barry Halliwell reported that Singapore's National Research Foundation (NRF) is currently focused on planning the next 5-year cycle 2016–2020. In general, NRF has recognized the importance of bottom-up proposals from universities. NUS will inform the partners when any concrete opportunities for IARU emerge.

### 6.3 IARU Sports Initiative – Proposal by PKU (*new*)

Chen Dongmin (PKU) proposed a new institutional joint working and research collaboration initiative on sports. Successful practice in sports programs and physical education on the partner campuses would be shared and a new research collaboration on sports science (including health sciences) would be started. The main focus of the initiative would be on the latter by conducting joint research activities, establish joint and double Master's and PhD programs and exchange faculty.

The IARU Secretariat will circulate the proposal among the Senior Officers and Key Contacts. Partners are asked to indicate their interest to the IARU Secretariat by 15 December 2014.

### 6.4 IARU Prize – Proposal by UCPH (*new*)

To raise IARU's external and internal visibility, Thomas Bjørnholm proposed to introduce an "IARU Prize" for students, researchers, junior faculty and/or NGO's to be awarded annually at the Presidents' Meetings. The award could consist of sponsored prize money or of an offering for students/researchers to do an internship (e.g. 6 months) at one of the partner universities. Thomas Bjørnholm will draft a brief proposal and circulate it among partners for feedback and inputs. If there is interest, UCPH and ETH will draft a proposal for the Presidents' Meeting 2015.

## Session 7: Sustainability Activities

### 7.1 Sustainable Campus Initiative

Amy Ho, NUS representative in the IARU Sustainable Campus network, presented a report on the activities of the group:

- The *lead* of the group has been taken over by UCPH.

- The *Green Guide for Universities* was launched in October 2014. The guide presents key themes, priorities, lessons learnt and recommendations on how to make universities more sustainable and is aimed to demonstrate IARU's universities contributions to and leadership on campus sustainability. The guide is available in hard copy and as a free e-publication on the websites of IARU, the partner universities and Sustainia. Universities have promoted the guide both jointly and individually via national and regional networks reaching more than 1,000 universities, IARU university staff and student communities. All partner were encouraged to continue the promotion activities. Additional international press promotion is also planned.
- The *Making Universities Sustainable Conference* was successfully held on 22–24 October 2014 in Copenhagen with over 110 participants from 18 countries. The general feedback from the conference was very positive. Based on this success, the group will look into organizing another event.
- The Sustainability Officers have completed a comparative study of the member institutions' greenhouse gas emissions and their individual mitigation strategies (*IARU Universities Emissions Report*). The emissions data show significant differences between the partners. Emissions are either reported as CO<sub>2</sub> equivalent or CO<sub>2</sub> only. Not all partners were able to collect scope 3 data (indirect emissions from sources not directly controlled by an institution) and the data cover different time periods. Senior Officers tasked the Sustainability Officers to agree upon common metrics to be applied across all partner universities to allow for comparability and benchmarking and revise the report before publishing it on IARU's webpage. Gerhard Schmitt (ETH) offered to assist the group in the data collection and visualization of the results. All Senior Officers showed commitment to further invest in this project and would be willing to provide the group with further resources if needed.
- The *Sustainability Fellowship Exchange Program* continues to be successful. 17 exchanges took place in 2014 with students completing high quality projects on a range of sustainability topics. All partners participated in the exchange.
- A roadmap with the *vision and planned activities* of the group for the next 3 years will be presented at the Presidents' Meeting 2015.

The Chair congratulated the group to the excellent work. In particular the publication of the Green Guide and the Making Universities Sustainable Conference have contributed significantly to IARU's visibility.

## 7.2 Sustainability Science Congress 2014

On behalf of IARU, UCPH hosted the Sustainability Science Congress on 22–24 October 2014. Approximately 800 participants from over 50 countries attended the congress. The program included five plenary sessions with topical overviews and 15 special sessions dedicated to specific sustainability challenges. Speakers/session organizers from all IARU universities were present.

Partners reported very positive feedbacks and thanked UCPH for having organized this large-scale congress.

## Session 8: Update on IARU Membership

The Secretariat reported that none of the communication by the IARU Chair Ralph Eichler to the Rector of Universidade de São Paulo (USP), Prof. Marco Antonio Zago, or by the Secretariat to USP's Vice-Rector for International Relations, Prof. Machado Neto, had generated any reaction from USP – not even an acknowledgment of receipt. At the Universia Rectors' conference in Rio de Janeiro in July, Don Filer had the chance to briefly talk to Prof. Neto. As a consequence, Ms. Angela das Neves from the USP International Office sent a short e-mail, saying that USP would envisage to join the alliance in 2015. The follow-up e-mail by the Secretariat remained unanswered to date, leaving it unclear whether USP genuinely plans to join the alliance or not.

Senior Officers discussed whether USP would be genuinely committed to become an active IARU member or if they were reluctant to decline the invitation. All agreed that USP's reaction was not a good sign. It will be at the Presidents' discretion in March 2015 to decide whether to look at another Latin American university or the University of Cape Town instead, or to keep the moratorium of 7 years for any further expansion of membership.

## Session 9: Business Matters

### 9.1 Financial Report

Anders Hagström (IARU Secretariat) reported that by the end of 2014, the alliance's reserves will be close to USD 200,000. Approved initiatives for the financial year 2015 add up to USD 65,000 – the exact annual amount available annually for initiatives.

### 9.2 Agenda for Presidents' Meeting 2015

The next Presidents' Meeting will be hosted by President Hamada and the President Elect of UTokyo on 2–3 March 2015 and chaired by the new IARU Chair, Rector Ralf Hemmingsen. Prior to the Presidents' Meeting, UTokyo will host the first IARU World Alumni Forum on 1 March. Presidents and Senior Officers are invited to attend the Forum, in particular the Presidents Panel, followed by the networking reception.

Partners are invited to send proposals for topical sessions and new initiatives to the IARU Secretariat by mid-January 2015. Kiichi Fujiwara presented UTokyo's two proposals for topical sessions: "Universalism and Regionalism in Globalizing Universities" (East meets West issue, presentation by a renowned historian) and "International Administration in Globalizing Universities" (related to the International Students Support Group, partners sharing experiences). Anne Pakir offered on behalf of NUS to contribute to the latter by sharing the results of the impact study of NUS' exchange programs.

Senior Officers agreed to the Secretariat's proposal not to prepare printed tomes for delegates unless a personal copy has been pre-ordered at the IARU Secretariat.

### 9.3 Senior Officers' Meeting 2015

The next Senior Officers' Meeting will be hosted by University of Copenhagen on 22–23 October 2015. The meeting will start with a Welcome Dinner on Wednesday, 21 October, and end with lunch on Friday, 23 October.

#### 9.4 IARU Chairperson and Secretariat 2015–2016

Rector Ralf Hemmingsen will take over the position of IARU Chair from President Ralph Eichler from 1 January 2015 until 31 December 2016. The hand-over of the IARU Secretariat from ETH to UCPH will be as of 1 May 2015 – after the outcomes of the Presidents' Meeting 2015 have been finalized and before the start of the Global Summer Program 2015.

#### 9.5 Wrap-up / Future Directions of IARU

Senior Officers acknowledged the achievements of IARU since its inception almost 10 years ago. Partners have established a strong level of trust and rapport. One of the benefits of the alliance is the exchange of best practices through meetings and institutional joint working initiatives. Senior Officers discussed the vision of the alliance for the next 5-10 years and whether IARU should raise its external visibility. There was common agreement that the alliance needs to think about the future directions, but that it might be premature to bring it up at the Presidents' Meeting 2015 as five participating Presidents will be new to the alliance. A session on the past and present of IARU should be included in the Presidents' Meeting, followed by discussions on current issues and possible future directions. Loren Griffith offered to research the strategies of other alliances. A more detailed discussion will then be held at the Senior Officers' Meeting 2015.

#### Conclusion

IARU Chair Ralph Eichler thanked all participants for the constructive discussions, the IARU Secretariat for the efficient preparation of the meeting, and NUS for their excellent hospitality. Senior Officers expressed their thanks to Ralph Eichler for his leadership of the alliance over the past two years.



## Confirmed Outcomes of the 9<sup>th</sup> 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 9<sup>th</sup> 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 have 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 2<sup>nd</sup> 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 2<sup>nd</sup> 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 5<sup>th</sup> 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 3<sup>rd</sup> 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 7<sup>th</sup> 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 10<sup>th</sup> 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 “3<sup>rd</sup> 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 3<sup>rd</sup> 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 2<sup>nd</sup> 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 5<sup>th</sup> 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.
- *CO<sub>2</sub> Benchmarking Report*: The original idea of a CO<sub>2</sub> 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 CO<sub>2</sub> 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 120<sup>th</sup> 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.

## Participants' Biographies

### University of Copenhagen



**Prof. Ralf HEMMINGSEN**

*Rector, Chairman of IARU*

Professor Dr. Ralf Hemmingsen has served as the Rector of UCPH since 2005. He had served three years as Dean of the Faculty of Health Sciences before his current appointment and was awarded the University of Copenhagen Gold Medal. Professor Hemmingsen's prior appointments included key positions in the medical sector such as the Medical Director of the Psychiatric Department at Bispebjerg Hospital in Copenhagen and the Deputy Chairman of the Association of Junior Doctors. He is well-respected as an educator and a researcher in the fields of neurobiology and psychiatry.



**Prof. Thomas BJØRNHOLM**

*Prorector for Research and Innovation*

Professor Thomas Bjørnholm is currently Prorector for Research and Innovation at the University of Copenhagen. Thomas Bjørnholm was Director of Nano-Science Center at the University of Copenhagen from 2001. He obtained his Ph.D. in materials chemistry in 1990. In 1992 he became affiliated with the Chemistry Department at the University of Copenhagen as Associate Professor, in 2000 as Research Professor and in 2005 as full Professor. In 1997 he was a visiting professor at the University of Texas at Austin and since 2003 he has been the chairman of the Copenhagen Graduate School for Nanoscience and Nanotechnology. Thomas Bjørnholm's main research interests lie within the area of organic electronics, single molecule science, nanochemistry and bionanotechnology. He has published around 200 papers in scientific journals and books including several contributions to high impact journals as Science and Nature, and given more than 150 invited talks at conferences and research institutions.



**Dr. Lykke FRIIS**

*Prorector for Education*

Ms. Lykke Friis is Prorector for Education since August 2013. Ms. Friis has once before been Prorector at the University of Copenhagen and held the position from 2006 until she was appointed Minister of Climate and Energy in November 2009–2011 and from 2010 also Minister for Gender Equality. She was member of the Danish Parliament from 2011–2013. Earlier in her career she has held positions at the Confederation of Danish Industries, the Danish Institute of International Affairs (Head of Research), the European Parliament and the Danish Ministry of Business Affairs. Ms. Friis holds a 1992 Master of Science in European Studies from the London School of Economics and Political Science. The following year, she graduated from the University of Copenhagen as Master of Political Science. In 1997, she received her PhD in

International Politics from the University of Copenhagen. In 2008 Lykke was appointed member of the EU Reflection Group established by the European Council.



**Mr. Steen ULRICH**

*Director, Rector's Office*

Mr. Steen Ulrich is currently the Director of the Rector's Office at the University of Copenhagen. He has held previous positions as a political advisor in the European Parliament and as a European Affairs consultant with the Confederation of Danish Industry. Mr. Ulrich has also undertaken an internship with the Prime Minister's Office in Denmark. He has a MSc in Political Science and MA in European Affairs.



**Ms. Astrid GUFLE**

*Senior Consultant, Rector's Office*

Ms. Astrid Gufler is Senior Consultant at the Rector's Office at the University of Copenhagen, where she works with strategic development and public and international relations. She has held previous positions as communication advisor and process consultant in the Merger Secretariat – a temporary unit established to manage the merger of 3 Danish universities – and at the University's International Office. Ms. Gufler's academic background includes a Master of Arts in English/American Studies (major) and Danish and Sociology (minors).

## Australian National University



**Prof. Ian YOUNG**

*President and Vice-Chancellor*

The Vice-Chancellor is the President and Chief Executive Officer of ANU.

The Vice-Chancellor guides strategy and day-to-day leadership for the University and is also a member of the Council.

Professor Ian Young AO was appointed Vice-Chancellor of ANU in March 2011.

He was previously Vice-Chancellor of Swinburne University of Technology for seven years (2003 to 2011). He was Executive Dean of the Faculty of Engineering, Computer and Mathematical Sciences at the University of Adelaide from 1999 to 2003. For part of this time he simultaneously held the position of Pro Vice-Chancellor (International). In 2014 he was elected Chair of the Group of Eight (Go8) Board of Directors.

Professor Young has held the positions of Chair of Education Australia Ltd and Director of IDP Education Pty Ltd. From 2009 to 2011, he was a Member of the Australian Qualifications Framework Council.

Following a PhD at James Cook University of North Queensland, Professor Young began his academic career at the Max Planck Institut fur Meteorologie, Hamburg Germany, ultimately becoming

Professor of Civil Engineering at the University of New South Wales. Professor Young's research interests are in Coastal and Ocean Engineering and Physical Oceanography. He has a distinguished academic career, having published three books and more than 100 refereed papers. He has had sustained research support from the Australian Research Council and has been a consultant to the US Navy and the offshore oil and gas industry in Australia, Asia and North America.

He has won numerous awards including: the C N Barton Medal and Lorenz G Straub Medal. In 2003 he was awarded the Centenary Medal for services to Australian Society. He is an Honorary Fellow of the Institution of Engineers, Australia and a Fellow of the Academy of Technological Sciences and Engineering. In 2012 he was named an Officer in the General Division of the Order of Australia for distinguished service to tertiary education.



**Dr. Erik LITHANDER**

***Pro Vice-Chancellor, International & Outreach***

Dr Erik Lithander joined the Australian National University in the newly-created role of Pro Vice-Chancellor (International and Outreach) in June 2012. Prior to joining ANU, Erik spent six years as Director of International Affairs at University College Dublin, Ireland's largest university, and was previously the Associate Director (International Relations) at the University of Auckland in New Zealand.

Originally from Sweden, Erik holds a Candidature in Political Science from Université Libre de Bruxelles in Belgium, a BSc (Econ) from the London School of Economics, and an MPhil and PhD from the University of Cambridge, where his research focus was on contemporary Latin American literature. He is an alumnus of the executive education programme at the Wharton School of the University of Pennsylvania and of the LH Martin Institute's "Leading Universities" programme, based at the University of Melbourne.

The Pro Vice-Chancellor (International & Outreach) provides leadership on international partnerships and international government relations, international students at ANU, national and international student recruitment and admissions, student mobility programmes, brand and reputation management and domestic institutional alliances.

The key ANU units which form part of this portfolio are the Office of Student Recruitment and Admissions, Office of Global Engagement and International Relations, the ANU Marketing Office, the ANU Office of Strategic Communications and Public Affairs and the ANU North American Liaison Office in Washington DC.



**Prof. Veronica TAYLOR**

***Dean, College of Asia and the Pacific***

Veronica Taylor was appointed Dean of the ANU College of Asia and the Pacific in July 2014 and also directs the Research School of Asia and the Pacific. She was previously Director of the Regulatory Institutions Network (RegNet) (2010–2014) and Director of the (former) School of Regulation, Justice and Diplomacy.

Prior to joining the ANU she was Director of the Asian Law Center at the University of Washington, Seattle (2001–10) and remains a Senior Advisor to

that Centre. In 2010 she was the inaugural Hague Visiting Professor in Rule of Law – a chair funded by the City of the Hague and hosted by the Hague Institute for the Internationalization of Law (HiiL) and Leiden University's Van Vollenhoven Institute.

Professor Taylor has over twenty five years' experience designing and leading rule of law and governance projects for the U.S. Department of State, the U.S. Agency for International Development, the World Bank, the Asian Development Bank and AUSAID. Her projects have focused on Afghanistan, Armenia, Australia, Azerbaijan, Bulgaria, China, Egypt, Indonesia, Japan, Mongolia, the Philippines, Vietnam and the United States.

Prior to taking up her appointment at the University of Washington she held positions as Visiting Associate Professor at the University of Tokyo, research affiliate with the Australia-Japan Research Centre at ANU and as Associate Director of the Asian Law Centre, University of Melbourne.

## ETH Zurich



### **Prof. Lino GUZZELLA**

#### *President*

Lino Guzzella has been full professor of thermotronics since 1999 and, in addition, from August 2012 to December 2014 Rector of ETH Zurich. Since January 2015 he is President of ETH Zurich.

He was born on October 13, 1957 in Zurich. After receiving his mechanical engineering diploma in 1981 and his doctoral degree in 1986 from ETH, he held several positions in industry (R&D team leader, Sulzer Brothers, Winterthur; R&D mechatronics department head, Hilti, Schaan) and academia (assistant and associate professor in the electrical engineering and mechanical engineering department at ETH; Honda Visiting Professor at The Ohio State University).

With his group he focuses in research on novel approaches in system dynamics and control of energy conversion systems. Control-oriented systems modeling, dynamic optimization and feedback control design methods are the main area of research. A particular emphasis is placed on the minimization of fuel consumption and pollutant emission of land vehicle propulsion systems. Among others he received the IEEE-MSC – Industry Award for Excellence in Translational Control Research, IEEE Control Systems Magazine Outstanding Paper Award, the SAE Arch T. Colwell Merit Award and the Ralph R. Teeter Educational Award, the IMechE Thomas Hawksley Medal and Crompton Lancaster Medal, the Energy Globe Award and the Golden Owl 2011 for Excellence in Teaching.

Professor Guzzella has published more than 100 research articles in peer refereed journals and conferences as well as two research textbooks (Introduction to Modeling and Control of IC Engine Systems, Springer Verlag, 2nd. Ed. 2010 and Vehicle Propulsion Systems – Modeling and Optimization, Springer Verlag, 3rd Ed. 2013). He has been a keynote speaker at many conferences worldwide.

Professor Guzzella is a fellow of IFAC and a fellow of IEEE and a member of the Swiss academy of engineering sciences (SATW). He is member of several international and national research committees, e.g. the Swiss CTI Committee on Engineering Sciences and was for many years member of the board of governors of IFAC.



**Dr. Jürg BRUNNSCHWEILER**

*Director ETH Global*

Dr. Jürg Brunnschweiler obtained his doctorate in Biology from the University of Zurich. He joined ETH Zurich in 2002, working first in the Presidents' Staff and the Lecturers' Office, then in the office dealing with the European Union Framework Programmes. In 2009, he returned to the Office for Faculty Affairs where he was responsible for faculty recruiting procedures at various departments. In addition, he was contact person for academic career advancement and Secretary of the Tenure Committee. Since 1 October 2012, Dr. Brunnschweiler is the Head of ETH Global and Director of Global Institutional Affairs at ETH Zurich.

**National University of Singapore**



**Prof TAN Chorh Chuan**

*President*

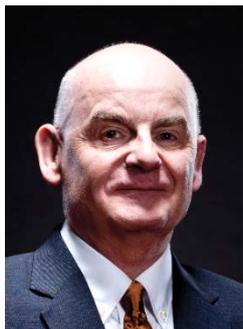
Professor Tan Chorh Chuan is President of the National University of Singapore and concurrently serves as the Chairman of the Board of the National University Health System. Prof Tan's additional appointments include Deputy Chairman of Singapore's Agency for Science, Technology and Research (A\*STAR); Senior Advisor to the Governing Board of Duke-NUS Graduate Medical School; and Member, Board of Directors of the Monetary Authority of Singapore.

A renal physician, he obtained his medical training at NUS, and research training at the Institute of Molecular Medicine, Oxford. He served as Director of Medical Services, Ministry of Health, from 2000 to 2004, in which capacity he was responsible for leading the public health response to the 2003 SARS epidemic. He also previously held the positions of Dean of the NUS Faculty of Medicine, NUS Provost, NUS Senior Deputy President and Deputy Chairman of the NUS Governing Board. He was also the inaugural Chief Executive of the National University Health System.

Prof Tan is a key leader in Singapore's Biomedical Sciences Initiative since its inception in 2000, for which he was awarded the National Science and Technology Medal in 2008. He also received the Public Service Star in 2003 for outstanding contributions to overcoming SARS in Singapore, and the Public Administration Gold Medal in 2004 for his work as Director of Medical Services in the Ministry of Health. Other awards include the Dr John Yu Medal from the George Institute for Global Health, Australia; the Albert Schweitzer Gold Medal from the Polish Academy of Medicine; Honorary Doctor of Medicine from King's College; Honorary Doctor of Science from Duke University; Honorary Doctor of Science from Loughborough University; Achievement Medal from the Singapore Society of Nephrology and the 1996 Singapore Youth Award.

Prof Tan, who has been a member of the World Economic Forum's Global University Leaders Forum (GULF) since 2008, was appointed Chair of GULF in 2014 for a two-year term. He also sits on the World Economic Forum's Science Advisory Committee.

He is a Fellow of the Royal College of Physicians of Edinburgh and of London, the American College of Physicians, and Fellow of the Royal Geographical Society, UK.



**Prof Barry HALLIWELL**  
*Deputy President, Research & Technology*  
*Tan Chin Tuan Centennial Professor*

Professor Barry Halliwell is Deputy President (Research and Technology) at the National University of Singapore and is responsible for driving the University's research agenda. He is involved in planning and establishing research institutes, centres and programs as well as in helping to formulate policies and agreements relating to intellectual property rights. He oversees the NUS research institutes and centres, the NUS Institutional Review Board (IRB) and NUS Institutional Animal Care & Use Committee (IACUC) and enforcement of the NUS Research Integrity Code. His responsibilities also include overseeing the expansion and allocation of research funding and liaison with granting bodies.

Professor Halliwell graduated from the University of Oxford with BA (1st class) and D.Phil degrees. He holds a D.Sc degree from the University of London. An internationally-acclaimed biochemist, Professor Halliwell is known especially for his seminal work on the role of free radicals and antioxidants in biological systems. The Thomson Reuters lists Professor Halliwell as one of the world's most highly-cited researchers in Neurobiology & Behaviour, Pharmacology & Toxicology, Biology and Biochemistry and his Hirsch Index is 144. <http://www.researcherid.com/rid/C-8318-2009>. His book *Free Radicals in Biology and Medicine* published by Oxford University Press, and now in its fourth edition, is regarded worldwide as the authoritative text in the field.

Professor Halliwell was awarded the Public Administration Medal (Silver) in 2010 by the President of Singapore for contributions to Singapore and awarded the President's Science and Technology Medal 2013 by the President of Singapore "for distinguished sustained and exceptional contributions to Singapore's Science and Engineering landscape". He was awarded the "Lifetime Achievement Award" by the Society for Free Radical Biology and Medicine in the USA for overall sustained excellence in the field. He was recently awarded the Ken Bowman Research Award for outstanding achievements in the field of cardiovascular research from the Institute of Cardiovascular Sciences (Canada) and NUS University Award – Outstanding Researcher Award. His laboratory is also ranked number one worldwide by highest citation score in Free Radical Research.



**Prof Andrew WEE**  
*Vice President, University & Global Relations*

Prof Andrew Wee is currently Vice President (University and Global Relations) at the National University of Singapore (NUS). In his role as Vice President, he works with the President on the University's efforts to become a leading global university located in the heart of Asia through the strengthening of strategic relations with stakeholders both in Singapore and overseas.

Professor Andrew Wee was previously Dean of the NUS Faculty of Science from April 2007 to March 2014. He is a Provost's Chair Professor at the NUS Department of Physics, and Director of the Surface Science Laboratory in the NUS Faculty of Science. He is also an adjunct scientist at the Agency of Science, Technology and Research's Institute of Materials Research and Engineering (IMRE).

Prof Wee is currently the President of the Singapore National Academy of Science. He was awarded the President's medal in 2008 by the Institute of Physics Singapore (IPS), and is a fellow of the

Institute of Physics UK (IoP), the Singapore National Academy of Science (SNAS), the Institute of Physics Singapore, as well as an academician of the Asia-Pacific Academy of Materials (APAM).

Prof Wee's research interests are in surface and nanoscale science, scanning tunneling microscopy (STM) and synchrotron radiation studies of the molecule-substrate interface, graphene and related nanomaterials. He has published more than 500 internationally refereed scientific papers and has garnered more than 9000 citations. He is an Associate Editor of the journal *ACS Nano* since 2011, and serves or has served on several journal editorial boards including *Applied Physics Letters – Journal of Applied Physics* (2009–2011), *Surface and Interface Analysis* (2005–), and *Surface Review and Letters* (2002–).

Prof Wee was previously a visiting scientist with the Lawrence Berkeley National Laboratories in the US, a Commonwealth Fellow as well as a Rhodes Scholar at the University of Oxford. He holds a Bachelor of Arts (Honours) in Physics as well as a Masters degree from the University of Cambridge. He received his DPhil from the University of Oxford.



**Ms. Adeline ANG**

***Senior Manager, Office of the Vice President (University & Global Relations)***

Adeline is Senior Manager in the Office of the Vice President (University & Global Relations) in the National University of Singapore where she looks after the university's relations with counterparts in China and university networks.

Prior to joining NUS, Adeline served on the international relations teams in the Ministry of Education, Public Service Division and the Energy Market Authority, where she worked with counterparts from ASEAN, Asia, Europe and North America on education, public service and energy issues. She holds a MA in Chinese Studies from NUS.

## Peking University



**Prof. WANG Enge**

***Chair Professor of Physics, President***

Professor Wang Enge received his Ph.D. from Peking University in 1990. After post-doctoral research in US and France, he started his academic career at the Institute of Physics, Chinese Academy of Sciences (CAS) in 1995. He served as Director of Institute of Physics (CAS) (1999–2007), Dean of School of Physics, Dean of Graduate School, Provost and Executive Vice President of Peking University (2009–2013), and became President of Peking University in March 2013.

Professor Wang's main research accomplishments include the fundamental understanding of the kinetics involved in formation and decay of surface-based nanostructures, development of chemical vapor deposition of light-element nanomaterials, and study of water behaviors in confinement system. In the above areas, he is the co-author of over 300 papers in peer-reviewed journals (more than 50 in *Science*, *Nature*, *PNAS*, *PRL*, *JACS*), and co-inventor on 6 patents. He delivered over 80 plenary/keynote/invited talks including APS, MRS, and IUMRS, and gave over 100

seminars/colloquiums worldwide. He is an ISI highly cited researcher in physics with over 8000 citations and a H-index of 51.

Professor Wang Enge is a member of CAS and the World Academy of Sciences (TWAS), and a fellow of the American Physical Society and the Institute of Physics (UK). He has been a JSPS professor of Tohoku University (Japan), an AvH Scholar of Fritz-Haber Institute der MPG (Germany), a GCEP Scholar of Stanford University, a KITP Visiting Professor of the University of California, Santa Barbara, a Visiting Professor of the University of California, Berkeley and a Visiting Professor of the International Centre for Theoretical Physics (Italy).



**Prof. LI Chenjian**

***Vice Provost and Professor and Associate Dean of School of Life Science***

Dr. Li attended Peking University for his undergraduate education, and Peking Union Medical College for training in medicine. He received his Ph.D in Molecular Genetics from Purdue University, USA; postdoctoral training at the Rockefeller University. Dr. Li was an assistant professor and associate professor at Weill Medical College of Cornell University, and then Aidekman Endowed Chair at Mount Sinai School of Medicine of NYU. Dr. Li returned to Peking University in 2013.

Dr. Li's scientific research focuses on exploring the molecular and cellular basis of higher brain functions, and the mechanisms of neurological diseases. His laboratory pioneered transgenic methods and some of the animal models that are commonly used by academic labs and pharmaceutical industry in neurodegeneration field. These animal models are powerful tools for mechanistic studies as well as drug discoveries. For his leading role in this line of research, Dr. Li received C.H. Lee Scholar Award and National Service Award (USA). He is a standing member of the National Institute of Health Study Section for Neurological Diseases, USA.



**Dr. WANG Shan**

***President, Peking University People's Hospital***

Dr. Wang Shan is the President of Peking University People's Hospital (97 years' history, 2,000 beds). Dr. Wang has been dedicated to surgical practice, medical education, clinical and related basic research, and modern hospital management.

Dr. Wang was born in 1960, graduated from Beijing Medical College (now Peking University Health Science Center) in 1983. He received the diploma on Hospital Management from China Europe International Business School in 2003.

Dr. Wang joined the Department of Surgery at Peking University People's Hospital in 1983 and was appointed as Vice President of the Hospital in 1998. He became the assistant to the Dean of Peking University Health Science Center in 2003. In 2006, he was appointed as the President of Peking University People's Hospital.

Dr. Wang holds many important positions in medical, surgical, education, and administrative societies. He was elected president of the Chinese College of Surgeons, president of the Chinese Hospital Economics Committee, president of the Clinical Medicine Teaching Committee, Ministry of

Education, vice-president of the Chinese Medical Doctors Association, Chinese Hospital Association and Chinese Health Economics Association. His active leadership in the fields of health, research and teaching has been recognized through numerous awards such as “Healthcare Reform and Innovation Star” in 2013, “Outstanding Contribution Award – The Top Award in Hospital Management” in 2012.



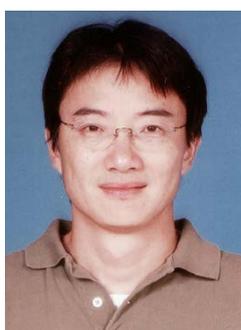
**Prof. CHEN Dongmin**

***Director, Office of Science and Technology Development***

Dr. Chen Dongmin is a Professor in School for Advanced Interdisciplinary Studies of Peking University and he spearheads IARU’s Academic IP Pooling and Collaborative Technology Transfer initiative.

Prior to joining Peking University, he was an adjunct Professor of the Institute of Physics, Chinese Academy of Sciences where he served as the co-director of the Beijing National Laboratory for Condensed Matter Physics from 2004 to 2009. Before that he was a Sr. Rowland Fellow and the Head of the Nanoscale Quantum Physics Lab. of Rowland Institute at Harvard University where he worked from 1989 to 2004. His academic expertise includes nonvolatile material and device physics, MEMS device and process, MEMS-CMOS integration; spin and quantum device physics.

Dr. Chen is an Associate Editor of Applied Physics letter; a Sr. Associate Editor of Chinese Science Bulletin and an Associate Editor of Chinese Physics Letter. Dr. Chen co-founded Miradia Inc. in Silicon Valley in 2003 where he led the development of a platform technology for MEMS-CMOS 3D integration for applications in digital micro-mirror array and motion sensors, and successfully licensed the technology to TSMC. Dr. Chen is a Board of Director and served as its 2010–2011 President of the Chinese American Semiconductor Professional Association (CASPA).



**Prof. ZHANG Xudong**

***Chong Keung Chair Professor of Chinese & Comparative Literature;  
Director, International Center for Critical Theory***

Dr. Zhang Xudong is currently the Chong Keung Chair Professor in the Department of Chinese Language & Literature of Peking University, and Director of PKU International Center for Critical Theory (ICCT), a research consortium with member or affiliating centers in New York, Shanghai, Tokyo, and Beijing.

Dr. Zhang attended Peking University for his undergraduate education. He received his PhD from the Graduate Program in Literature of Duke University, USA. Dr. Zhang taught at Rutgers University before joining NYU, first as a Rockefeller Fellow in the Humanities, then as an Assistant Professor of Comparative Literature and Chinese. In 2005, he became Professor of Comparative Literature and Professor of East Asian Studies at New York University, and went on to chairing the Department of East Asian Studies from 2006 to 2012. Since 2008, Dr. Zhang has held the recurring visiting Chong Keung Chair in the Department of Chinese Language and Literature at Peking University.

Dr. Zhang’s research focuses on literary and cultural theory; modern Chinese literature and thought; and political philosophy. His teaching and publication, in both English and Chinese, revolve around questions concerning critical theory and its reformulation in international, particularly non-Western,

context; cultural identity in the age of globalization; the modernism-postmodernism debate; methodologies for critical area studies and comparison; and critical interpretation of classical and foundational texts for building the core curriculum of liberal education.



**Dr XIA Hongwei**

***Director, Office of International Relations***

Dr Xia Hongwei is Director of the Office of International Relations of Peking University and Deputy Director of the Peking University Center for International Higher Education. He received his Bachelor degree in Political Science from the University of International Relations in 1989, and went on to further his postgraduate studies at Peking University and was awarded the Master and Ph.D in International & Intercultural Studies in 1994 and 2009 respectively.

From 1995 to 1997, Dr Xia was invited as an exchange scholar in the Department of Communication Studies, University of Nebraska-Lincoln, United States, engaging in the study of cross-cultural communication. In June 2005, he was again invited as a visiting scholar sponsored by DAAD to conduct research on the China-Germany Educational Exchange in the late 19<sup>th</sup> century at the Free University of Berlin. In the summer of 2007, Dr Xia visited the Fairbank Center for Chinese Studies at Harvard University as a visiting fellow focusing on the research of cultural interactions between China and US in early 20<sup>th</sup> century.

Dr Xia has published several theses in academic journals about Sino-Foreign Higher Education Exchange, and edited books on the Internationalization of Universities, and conducted some research projects on Student Mobility of China's National Association of Research on Study Abroad. His main research areas include: Sino-Western Cultural Exchange in late Qing Dynasty, Cross-cultural Conflict and Communication, Internationalization of Higher Education and International Communication and Management between Universities.



**Dr. ZHANG Chi**

***Assistant President, Peking University International Hospital***

Dr. Chi Zhang is an Assistant President of Peking University International Hospital. Dr. Zhang obtained Medical Degree at Beijing Medical University (Now Peking University Health Science Center), and became an orthopedic surgeon in Beijing Jishuitan Hospital. He obtained PhD in Pharmacology at Case Western Reserve University in US, and completed postdoctoral fellowship in Molecular Genetics at University of Texas MD Anderson Cancer Center in Houston. He was a Faculty member at University of Texas Southwestern

Medical Center in Dallas as a Director of Bone Research Laboratory before joining Peking University International Hospital in 2014.

Dr. Zhang has been interested in bone research. The primary goal of the basic research is to investigate molecular mechanisms of gene regulation in bone formation. The translational research aims to identify pathogenesis of skeletal diseases such as osteoporosis, osteonecrosis, and arthritis as well as bone tumor, and further to develop potential therapeutic strategies for orthopedic diseases. He has published many original peer-reviewed papers in PNAS, JBC, Biomaterials, Bone, and etc. He has

served as Editorial Board Members for PLoS One and Scientific Reports. Dr. Zhang has received training in hospital management at China Europe International Business School.

**Dr. LU Fuquan**

*Associate Professor, Department of Physical Education*



Dr. Lu Fuquan is the Associate Professor in the Department of Physical Education and Sports Science. He received his B.S. and M.E. from Shanghai Institute of Physical Education in 1998 and 2001 respectively, and Ph.D. from Peking University in 2010. He served as the Visiting Professor in Institute of Sports Science and Sports Medicine Center, Humboldt University in 2012. He is also the Director of Center for Physical Activity, Diet and Health Promotion, and Deputy Director of Kinesiology Laboratory of Peking University. His primary research areas are in charge of pregnancy outcome, physical activity, health care and physical therapy. He received several important funds including the Peking University President Funds for his research on diet patterns and the association with adverse maternal and infant outcome in 2009 and the National Fund for Social Science from 2011–2014.

**Ms. LI Yun**

*Deputy Chief, Division for Exchange Programs, Office of International Relations*



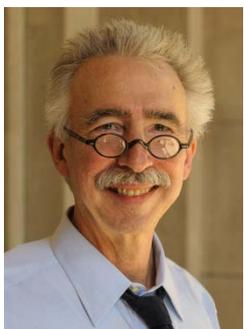
Ms. Li Yun is Deputy Chief of the Division for Exchange Programs, Office of International Relations of Peking University. She got the BA and MA from the School of International Studies of Peking University.

Ms. Li has been working at the Office of International Relations since 2006. She is responsible for the exchange programs with European partners of Peking University and acting as the coordinator of IARU affairs at Peking University.

**University of California, Berkeley**

**Dr. Nicholas B. DIRKS**

*Chancellor*



Nicholas B. Dirks became the 10<sup>th</sup> chancellor of the University of California, Berkeley on June 1, 2013. An internationally renowned historian and anthropologist, he is a leader in higher education and well-known for his commitment to and advocacy for accessible, high-quality undergraduate education in the liberal arts and sciences, to the globalization of the university, and to innovation across the disciplines as well as in applied and basic fields.

Before coming to Berkeley, he was the executive vice president for the arts and sciences and dean of the faculty at Columbia University, where, in addition to his work on behalf of undergraduate programs, he improved and diversified the faculty, putting special emphasis on interdisciplinary and international initiatives. The Franz Boas Professor of Anthropology and History, Dirks joined Columbia in 1997 as chair of the anthropology department. Prior to his appointment at

Columbia, he was a professor of history and anthropology at the University of Michigan for 10 years, before which he taught Asian history and civilization at the California Institute of Technology.

Dirks has held numerous fellowships and scholarships and received several scholarly honors, including a MacArthur Foundation residential fellowship at the Institute for Advanced Study at Princeton, a Guggenheim Fellowship, and the Lionel Trilling Award for his book *Castes of Mind*. He is a fellow of the American Academy of Arts and Sciences, and serves on numerous national and international bodies, as adviser or member of the board. He is also a Fellow at the Council on Foreign Relations.



**Prof. Scott BIDDY**

***Vice Chancellor***

Scott Bidy is Vice Chancellor for University Relations at the University of California, Berkeley. He is responsible for programs that strengthen relations with alumni, parents, and friends of the University, primarily in the areas of development and public affairs. In this role, he serves as president of the UC Berkeley Foundation, a not-for-profit corporation that raises, invests, and administers private funds for the campus.

Scott came to Berkeley in 2002 as Associate Vice Chancellor for University Relations from Georgetown University in Washington, D.C. His deep belief in the transformative power of education is the foundation for his work in strengthening the communities of educational institutions while seeking philanthropic support for their people and programs.

Scott joined his alma mater, Rice University, in 1992 as executive director of the Association of Rice Alumni after having spent seven years in the banking industry in the Northeast and Texas. He later became Associate Vice President for Development.

After spending over seven years in development and alumni affairs at Rice, he joined Georgetown University as Associate Vice President and led the expansion of their billion-dollar campaign.

Scott earned his bachelor of arts in English and managerial studies from Rice in 1986.



**Prof. Pradeep CHHIBBER**

***Director, Institute of International Studies***

Professor Pradeep Chhibber is the Director of the Institute of International Studies at UC Berkeley. He is concurrently the Indo-American Endowed Chair and Class of 1959 Chair as well as a professor at the Department of Political Science at UC Berkeley. Professor Chhibber has published extensively on issues related to party systems, electoral politics and the politics of India.

## University of Cambridge



**Prof. Leszek BORYSIEWICZ**  
*Vice-Chancellor*

Sir Leszek Borysiewicz is the Vice-Chancellor of the University of Cambridge. His previous appointments include Chief Executive of the Medical Research Council – the main funding body for medical academics in the UK – Deputy Rector of Imperial College, Governor of the Wellcome Trust and founding Fellow of the Academy of Medical Sciences. For his services to medical research in the UK, and in particular for his development of a vaccine to reduce the risk of cervical cancer, Sir Leszek was knighted in the 2001 New Year's Honours List. He is an outstanding scholar and a highly respected leader with an impressive record of excellence.



**Dr Jennifer BARNES**  
*Pro-Vice-Chancellor (International)*

Jennifer Barnes is Pro-Vice-Chancellor and a Deputy Vice-Chancellor in the University of Cambridge.

In 1999 she was appointed Head of Department and Director of Research at Trinity College of Music. The author of *The Fall of Opera Commissioned for Television* (2003), she is recognized as a leading authority on Gian Carlo Menotti, Thea Musgrave, Ethel Smyth and the history of opera in various media.

She has designed a neuroimaging and EEG biofeedback programme to analyze the role of alpha, beta and theta waves in musicians under performance conditions. The resulting programme established the Royal College of Music as a leader in the research of the psychology and physiology of performance.

In 2005 she was appointed the first Group Director of Global Education at BP. She developed an investment strategy for the corporation in over 25 countries.

From 2008–12, she was President of Murray Edwards College, founded as New Hall in the University of Cambridge.

As Pro-Vice-Chancellor, she focuses on working with colleagues in Cambridge and other parts of the world to build strategic partnerships which enhance the University's global engagement.

## University of Oxford



**Prof. Andrew HAMILTON**  
*Vice-Chancellor*

Professor Andrew Hamilton was admitted as Vice-Chancellor of the University of Oxford on 6 October 2009.

Professor Hamilton, BSc, MSc, PhD, FRS, read chemistry at the University of Exeter. After studying for a master's degree at the University of British Columbia, he received his PhD from Cambridge University in 1980 and then spent a post-doctoral period at the Université Louis Pasteur in Strasbourg.

In 1981 he was appointed Assistant Professor of Chemistry at Princeton University then in 1988 served as a department chair and Professor of Chemistry at the University of Pittsburgh. He joined Yale in 1997 and was a Provost of Yale from 2004 until October 2008 where he combined a wide-range of administrative duties with teaching and research.

Achievements during his time as Provost of Yale included the acquisition of the West Campus, the re-establishment of the Yale School of Engineering and Applied Science after a 40-year hiatus, a reform of the tenure process and the significant enhancement of the Yale undergraduate curriculum. In addition to serving as Provost, he was Benjamin Silliman Professor of Chemistry and Professor of Molecular Biophysics and Biochemistry.

His research interests lie at the interface of organic and biological chemistry, with particular focus on the use of synthetic design for the understanding, mimicry and potential disruption of biological processes.

Professor Hamilton's academic achievements have been widely recognised internationally. In 1999 he received the Arthur C Cope Scholar Award from the American Chemical Society, and in 2004 he was elected a Fellow of the Royal Society and a Fellow of the American Association for the Advancement of Science.

He was elected a Member of the American Academy of Arts and Sciences in 2010 and received the International Izatt Christiansen Award in Macrocyclic Chemistry in 2011.



**Ms. Alison BEALE**

*Director of Japan Office*

Alison Beale was appointed Director of the University of Oxford Japan Office in 2012 after 15 years of living and working in Japan and a career in international and cultural relations. She worked for many years for the British Council in senior positions in China, Trinidad and Tobago and Japan, most recently as Deputy Director Japan from 2009–2012. Alison read Modern Languages at St Hilda's College, Oxford and also received a master's degree in Advanced Japanese Studies from Sheffield University.

## The University of Tokyo



**Dr. Junichi HAMADA**

*President*

Professor Junichi Hamada became the 29<sup>th</sup> President of The University of Tokyo on April 1, 2009. Professor Hamada's previous appointments in UTokyo included the positions of Executive Vice President, Dean of the Interfaculty Initiative in Information Studies and Director of the Institute of Socio-information and Communication Studies. Beyond his experience as an administrator, Professor Hamada is also reputable in the field of information law with a focus on the freedom of expression.



**Prof. Makoto GONOKAMI**

*President elect*

Professor Makoto Gonokami will become the 30<sup>th</sup> President of the University of Tokyo on April 1<sup>st</sup>, 2015, with a six-year term. He currently serves as the Dean of the School of Science. He became a full professor in 1998 having joined UTokyo as an academic staff in 1983. He has held several appointments in UTokyo including the positions of Vice President ('12-'14), Director of Photon Science Center ('08-'14), and the Director of Institute for Photon Science and Technology ('13-'14). He is a council member of the Science Council of Japan, and a Fellow of the American Physical Society (2012) and Optical Society of America (2013). Professor Gonokami is well-known in the field of photon science, and has established world-leading photon research centers in the School of Science and School of Engineering.



**Prof. Yoichiro MATSUMOTO**

*Executive Vice President*

Executive Vice President Matsumoto is Professor of Mechanical Engineering. He was a Special Adviser to the President and Vice President from 2008 to 2009, and became Executive Vice President in April 2009. Professor Matsumoto received his Bachelor's, Master's and Doctoral degrees all from the University of Tokyo in Mechanical Engineering respectively in 1972, 1974 and 1977. He became a Lecturer in 1977, an Associate Professor in 1978 and full professor in 1992. He served as Vice Dean of the School of Engineering from 2004 to 2006 and Dean of the School from 2006 to 2008. Professor Matsumoto's most recent scientific interest is fluids engineering, molecular dynamics, rarefied gas dynamics, multiphase flows and medical application of fluid and bio mechanics. His research work and papers have received awards numerous times. He recently received the following awards; Calvin W. Rice Lecture Award in 2005 from ASME, the JSME Medal for Outstanding Paper, Fluids Engineering Award from JSME, the JACM Award for Computational Mechanics in 2007, APACM Award for Computational Mechanics in 2010, Ted Belytschko Applied Mechanics Award in 2010 from ASME and the JSME Medal for Outstanding Paper in 2011. He served as President of the Japan Society of Fluid Mechanics in 2004, President of the Visualization Society of Japan in 2007, President of the Japan Society of Mechanical Engineers in 2010. Currently he is President of Japanese Society for Engineering Education. He is a fellow of JSFM, JSME and ASME and a Member of the Engineering Academy of Japan and Science Council of Japan.



**Dr. Masako EGAWA**

*Executive Vice President*

Masako Egawa is the Executive Vice President of The University of Tokyo, overseeing, university corporate relations, alumni relations, development and international affairs.

Dr. Egawa joined the University of Tokyo in April 2009. From 2001 through 2009, she served as the Executive Director of the Japan Research Center of the Harvard Graduate School of Business Administration (Harvard Business School). Prior to joining Harvard, Dr. Egawa worked in the investment banking

industry for 15 years in New York and Tokyo, advising corporations and governments on M&A and capital raising transactions for Salomon Brothers and S.G. Warburg (now UBS).

She received a B.A. in international relations from the University of Tokyo, an M.B.A. from the Harvard Graduate School of Business Administration (Harvard Business School), and a Ph.D. in management from Hitotsubashi University.

Dr. Egawa has served on the Tax Council (advisory body for the Prime Minister), the Financial System Council (advisory body for the Ministry of Finance), Council on Economic and Fiscal Policy (expert member) and Self-Regulatory Board of the Japan Securities Dealers Association. In 2014, she was appointed the chair of the U.S.-Japan Research Institute. Her recent publications include *Management with Weak Shareholder Orientation* (Nikkei, 2008) and *Case Studies of Japanese Companies* (Diamond, 2010).



**Prof. Kiichi FUJIWARA**

***Professor, Graduate Schools of Law and Politics***

Professor Kiichi Fujiwara is Professor of International Politics at the University of Tokyo, teaching courses on international relations and international conflict at the Faculty of Law, Graduate Schools of Law and Politics, and the Graduate School of Public Policy, the University of Tokyo.

A graduate of the University of Tokyo (B.A. and M.A.), Professor Fujiwara studied as a Fulbright student at Yale University before he returned to Japan at the Institute of Social Science (ISS). He first joined the faculty at Chiba University and then returned to ISS for seven years before moving into his present position. He has held positions at the University of the Philippines, Johns Hopkins University, and was selected as a fellow of the Woodrow Wilson International Center at Washington D.C.

Professor Fujiwara is known for his writings on international affairs, including *Remembering the War* (2001), *A Democratic Empire* (2002), *Is There Really a Just War?* (2003), *Peace for Realists* (2004) (winner of the Ishibashi Tanzan award, 2005), *International Politics* (2007), *War Unleashed* (2007), and *Conditions of War* (2013). Professor Fujiwara is a regular commentator on international affairs and Japanese foreign policy on Japanese TV networks such as NHK and TBS, along with the BBC World Service, CNN and NPR. He is also a film critic with two published works, *America in Film* (2006) and *That's a Movie!* (2012).



**Mr. Kentaro SUGIURA**

***General Manager, International Affairs Department***

Mr. Kentaro Sugiura has been General Manager of the International Affairs Department at the University of Tokyo since April 2014. Prior to his current position, he worked as Deputy Director of Scientific Research Institutes Division of Research Promotion Bureau at Ministry of Education, Culture, Sports, Science and Technology (MEXT). He also worked at WIPO (World Intellectual Property Organization) Headquarters in Geneva between 2006 and 2009.

He received his Bachelor of Law from the University of Tokyo, his MPhil degree in Educational Research from the University of Cambridge, and his MA degree in Policy Studies in Education from the Institute of Education, University of London (currently UCL Institute of Education).



**Mr. Tatsuya KUWAHARA**

*Manager, International Planning Group, International Affairs Department*

Mr. Tatsuya Kuwahara has been Manager of the International Planning Group at the University of Tokyo since April 2014.

Prior to his current position, he worked as the Director of International Exchange Division of Tohoku University from 2012 to 2014. He has also worked as the Director of International Exchange Department of the Japan Advanced Institute for Science and Technology from 2010 to 2012. He has been seconded to the University of Tokyo from Ministry of Education, Culture, Sports, Science and Technology (MEXT).

## Yale University



**Mr. Don FILER**

*Executive Director, Office of International Affairs*

Don Filer is Executive Director of the Office of International Affairs. He has overall responsibility for OIA, providing administrative support for the international activities of the schools, programs, and individual faculty across the university. These efforts focus on supporting the development of new projects with partner universities, particularly to expedite the contributions of other Yale offices during the start-up phase and during troubleshooting, managing visits to Yale by university delegations and other dignitaries, and safeguarding Yale's reputation around the world. He also leads the university's emergency response in the event of a medical emergency, natural disaster, or civil unrest. He was appointed to his present position in December 2004. He was previously responsible for managing support for the Yale Corporation, the Visitor Center and the Office of Licensing Programs. Prior to his appointment at Yale in 2000, Don served in a number of capacities at Connecticut College from 1991 to 2000 including Vice President for Community and Public Affairs, Secretary of the College, and Acting Vice President for Development. He worked for former U.S. Representative Bruce A. Morrison from 1985 to 1991.

## IARU Secretariat



**Mr. Anders HAGSTRÖM**

*IARU Secretariat*

Mr. Anders Hagström is the Director of Global Educational Affairs at ETH Zurich. His previous appointments included project manager of ETH Zurich's ICT development program, "ETH World", and various positions in the field of lifelong learning for engineers at Helsinki University of Technology, Cambridge University and European Federation of National Engineering Associations.



**Ms. Romana RUTZ**  
*IARU Secretariat*

Ms. Romana Rutz joined ETH Zurich in January 2012, first as a member of the student administration at the Department of Mechanical and Process Engineering and as of October 2012 as a programme manager of ETH Global where she is responsible for various international projects of ETH Zurich. Prior to joining ETH Zurich, she worked as an analyst for an international consulting company and as a flight attendant.

Romana Rutz holds a Master's degree in business administration, economics and business education from University of St. Gallen (HSG). During her studies, she gained international experience on several long-term internships abroad – in particular in Ecuador, India and the United States.



**Ms. Michela GAIFAMI**  
*Incoming IARU Secretariat*

Ms. Michela Gaifami joined the University of Copenhagen in January 2015 and she will take over the role of IARU Secretariat as of May 2015.

Ms. Gaifami's expertise is in monitoring and management of international cooperation projects. Prior to joining UCPH, she worked as project management trainer at the European programme INTERACT and as project officer at the Secretariats of two European Territorial Cooperation programmes in Denmark and in Germany. Michela holds a Master's degree in International Relations and

European studies.

## Host (The University of Tokyo)



**Ms. Midori OZAWA**  
*Assistant Manager, International Planning Group*

Ms. Midori Ozawa is an assistant manager in the International Planning Group of the University of Tokyo since April 1, 2014. Her responsibilities range from activities related to international affairs, specifically organizing international symposiums, conferences etc., to managing a team of members handling various issues of globalization of the University.

Before transferring to the current position, she worked as the Assistant Manager in the International Relations Section of the University of Tokyo's Kavli IPMU (Institute of Physics and Mathematics of the Universe) handling activities related to international affairs. In 2001 she also spent one year studying at the Beijing Language and Culture University in China.



**Dr. James FEGAN**

*Project Specialist, International Affairs Department*

James Fegan is a Project Specialist in the International Planning Group, International Affairs Department of the University of Tokyo where he has a wide range of roles in the various issues of globalization of UTokyo including the translating into English and checking documents of the University Administration that are issued in English.

Prior to joining the University of Tokyo in December 2012, Dr. Fegan worked in the UK in diverse roles across a wide range of industrial fields, having obtained his degrees from the University of Newcastle upon Tyne, a Technical Representative for a Japanese marine coatings company, an Engineering Manager for the European office of a Japanese printed and non-printed web inspection systems manufacturer, and the Project Leader for a Japanese Tier 1 body parts manufacturer in the UK to Toyota Motors UK working on the Auris and new-Avensis projects, until becoming one of the statistics caused by the fall of the Lehman Brothers. He has also had some experience as a used car salesman in Japan.



**Mr. Taku ONOZATO**

*Administrative Staff, International Affairs Department*

Mr. Taku Onozato has been a member of the International Planning Group, International Affairs Department of the University of Tokyo since 2012. He is responsible for various parts of globalization of the University including dealing with international training programs for UTokyo staff and external governmental funds.

He has been served as a staff member of the University since 2006 having obtained a LL.B. from the University and has experienced various fields including IT and Strategic Planning. Since 2010, he has been in the field of international education by taking part in the Long-term Educational Administrators Program funded by the Ministry of Education, Culture, Sports, Science and Technology (MEXT) during which he has spent time at MEXT, Montana State University, and Colorado State University.



**Ms. Mayuko NAKAI**

*Administrative Staff, International Affairs Department*

Ms. Mayuko Nakai is a member of the International Planning Group, International Affairs Department of the University of Tokyo since 2007.

She is responsible for various matters relating to international alliances to which the University of Tokyo belongs, international training programs for UTokyo staff, as well as maintaining a section of the university's website. Since joining the University, she has worked for the Compensation Group, the International Exchange Group and participated in the staff training program at the JSPS (Japan Society for the Promotion of Science) Tokyo Headquarters and San Francisco Office.



## IARU Principles

### Principles that underpin the Alliance (as modified by IARU Presidents' Meeting 2009)

1. The Alliance will be strategic, drawing together a select group of research-intensive universities that share similar values, a global vision and a commitment to educating future world leaders. Central to these values is the importance of academic diversity and international collaboration.
2. The Alliance should add value by providing opportunities to students and staff that would not arise otherwise, allowing Members to achieve things they would be unable to achieve on their own.
3. The Alliance will offer the opportunity for substantially deeper and more wide-ranging associations than usual international university consortia or groupings.
4. The Alliance will bring a new dimension to Members' international activities, including new opportunities for international research, teaching and learning.
5. The Alliance will not be representative in nature (i.e. it is not meant to include "representatives" from every region of the world).
6. The Alliance initially invited participants to utilize the complementary research capability of members to address issues of central importance; these include global security, aging and health, and development and environmental sustainability. IARU will not centrally fund such research activities but rather call on individual institutions to support their researchers' participation in projects across IARU partners and encourage funding applications through traditional funding sources and processes such as foundations with peer-reviewed applications.
7. The Alliance will provide a framework within which a range of protocols and templates can be developed to promote collaboration and allow cooperative activities to be undertaken more easily.
8. Each Member will determine the extent of its involvement in each of the activities of the Alliance to suit its particular objectives and constraints – it is not expected that any Member will participate in all activities.
9. Alliance activities will build on and strengthen existing relationships.
10. Members will give prominence to the Alliance in order to allow and encourage multilateral and bilateral cooperation between Members.
11. Membership of the Alliance will in no way preclude or limit activities with partners outside the Alliance.
12. Decisions will be made through collaborative approaches – there will be no formal requirement for unanimity.
13. Structures and processes will be as uncomplicated and non-prescriptive as possible.
14. Those cooperative activities that can be undertaken immediately should be given effect as soon as possible. Difficulties in resolving more complicated issues should not be allowed to delay activity in more straightforward areas.





