

IARU Presidents' Meeting – Outcomes

University of Oxford, 24 – 26 April 2016

Opening	1
Session 1: Presidents' Regional Round-up.....	1
Session 2: Continuing and Distance Education.....	9
Session 3: IARU Chairperson 2017 – 2018	11
Session 4: IARU Sustainability Activities	11
Session 5: Selected IARU Institutional Joint Working Initiatives	13
Session 6: Key Updates on other IARU Institutional Joint Working Initiatives	16
Session 7: New Proposals.....	18
Session 8: Academic Freedom	18
Session 9: Updates from IARU Research Collaboration and Global Education Initiatives	18
Session 10: Business Matters	20
Annex 1 – Approved Budget 2016.....	22
Annex 2 – Letter of Support to NUPI	23

Opening

Prof. Louise Richardson, Vice-Chancellor of the University of Oxford and Prof. Ralf Hemmingsen, Chairman of IARU and Rector of the University of Copenhagen, welcomed all participants to the 11th Presidents' Meeting. In particular: Prof. Brian Schmidt, President of ANU, Prof. LIN Jianhua, President of PKU , Dr. Max PRICE, Vice-Chancellor of the University of Cape Town and Dr. Makoto Gonokami, President of UTokyo, attending their first IARU Presidents' Meeting. President Peter Salovey (Yale) and Chancellor Nicholas Dirks (UC Berkeley) were not able to attend the meeting and sent their apologies. Mr Don Filer and Professor Pradeep Chhibber respectively represented Yale and UC Berkeley at the meeting.

Session 1: Presidents' Regional Round-up

Australian National University

Since Prof. Brian Schmidt becoming Vice-Chancellor and President, ANU has initiated a strategic planning process centered around defining a vision for a contemporary Australian National University. This strategic planning process is ongoing and in order to gain grass roots ownership of the vision, to

share workload and gain momentum, ANU is involving staff, students, alumni and external stakeholders to help create our final strategic plan.

Although the current Government has placed an emphasis on Innovation and Science, the Higher Education Sector in Australia remains in a period of uncertainty in Australia with an upcoming election in July 2016.

In terms of Government funding of the sector, University research needs to be cross-subsidised through student fee income.

Domestic undergraduate places are funded by a mixture of direct commonwealth funding and student contribution. The fees provided for each course are not well matched to the costs to deliver each course. Domestic Higher Degree Research students are largely funded by the commonwealth.

Post-graduate Coursework (Domestic), and all international student fees are de-regulated. It is through education to these two groups that Australian Universities are largely cross-subsidising their research. The international market is rapidly growing and accounts for AU\$19.2B worth of export income in 2015 – only behind Iron Ore and Coal as Australia's large exports.

Many Universities in Australia operate on thin margins, making strategic investment a challenge..

ETH Zurich

ETH Zurich has always been a very international university. In 2015, the percentage of international Bachelor, Master and Doctoral students was 19%, 39% and 75%, respectively, and 69% of its professors are non-Swiss. This internationality is considered as one of the key success factors of ETH Zurich.

However, ETH Zurich's international outlook is under pressure due to the federal initiative "against mass immigration" that was accepted by a slight majority of the electorate (50.3%) in 2014. Since then, Switzerland is struggling to implement the initiative without jeopardizing the relationship with the EU. As an immediate consequence of the vote, Switzerland now is only partly associated to the Horizon 2020 program and a substantial uncertainty is present regarding the future developments.

The University of Basel, the Università della Svizzera italiana, the University of Zurich and ETH Zurich have launched a new course of study in medicine. Participants will study at ETH Zurich for their bachelor degree and will go on to complete a master degree at one of the partner universities. ETH Zurich will not have its own medical school, but bring the technical expertise into the curriculum. The new program will particularly strengthen the cooperation between the University of Zurich and the University Hospital Zurich. The first students will start in 2017.

The Singapore-ETH Center is running very well. In April, the second phase of the Future Cities Laboratory was launched and will run until 2020. The other currently running research programme, Future Resilient Systems, is advancing well. ETH Zurich is grateful for all the support it receives from local (Singaporean) universities, in particular NUS, and all Singapore research agencies.

As of fall this year, ETH Zurich will offer student housing on its campus on Hönggerberg. There will be 1000 rooms available on the campus.

National University of Singapore

Singapore's SkillsFuture National Initiative

There is a strong sense among Singapore's policy makers on changes in job creation. Therefore, the SkillsFuture is a national initiative to create greater resilience by providing Singaporeans with the opportunities to develop their fullest potential throughout life, regardless of their starting points. Through this movement, the skills, passion and contributions of every individual will drive Singapore's next phase of development towards an advanced economy and inclusive society.

To help our students and alumni remain agile and responsive to change throughout their careers, and to serve Singaporeans more generally as part of the national SkillsFuture drive, NUS will significantly strengthen our emphasis on Continuing Professional Education. This is a shift from the current focus which tends to be on front-loaded, lifelong education.

We have established the School of Continuing And Lifelong Education (or SCALE). SCALE's key goals would be to enable Singaporeans, and NUS graduates, to skill and re-skill for existing or new jobs, and to help our companies and industries to stay competitive by providing lifelong learning opportunities for their employees.

Additionally, we have repositioned our NUS Career Centre as the Centre for Future-ready Graduates (CFG). Some new initiatives are:

- Provide more personalized career advising from Year 1
- Substantially enhance and expand career preparation programmes, and adding new leadership development courses
- Introduced a number of foundational programmes that will help our student understand themselves more deeply, discover their strengths, weaknesses and potential, and develop essential life skills.

Government commits S\$19b to new 5-year plan for R&D initiatives RIE2020

In January 2016, Prime Minister Lee Hsien Loong unveiled a S\$19 billion plan to support Singapore's R&D efforts over the next five years. The Research Innovation Enterprise 2020 Plan (RIE2020) seeks to support and translate research into solutions that address national challenges, build up innovation and technology adoption in companies, and drive economic growth through value creation.

RIE2020 has a 20% budget increase for its five-year budget vis-à-vis its preceding five-year budget. There is a stronger focus on value capture; focusing on areas where greater impact is possible. The four areas are advanced manufacturing, future cities, biomedical and digital economy.

Additionally, there will be more oversight on governance of research. There is a review of CREATE aimed at consolidating existing players and new players. There is a centre of gravity shift to local players.

University Funding

The university funding has slowed down due to the economy. This is anticipated and therefore, active efforts were made to grow the endowment over the past decade. There is now a greater focus on fund raising, diversification of income stream and continuing education as an income stream.

Peking University

Chinese government is now establishing National Labs. In the first phase, five National Labs will be constructed with large facilities, including 3000 employees focusing on critical issues which China is now facing today. The National labs system will probably become the third parallel research system, besides Universities and China Academy of Sciences (CAS).

By exploring ways to establish cross-regional development with other cities, Beijing-Tianjin-Hebei Integration Program is to boost regional development and open cooperation. It will focus essentially on how new technologies, products and business formats such as artificial intelligence and “Internet+” can boost industrial restructuring and upgrading. Steady progress was made in the coordinated development of the Beijing-Tianjin-Hebei region, with functions non-essential to Beijing's role as the capital being relocated away from the city in an orderly manner and initial breakthroughs being made in the three key areas of transportation, ecological conservation, and industry.

Since Premier Li Keqiang first put forward the new concept of "two engines" at the Davos in 2014, mass entrepreneurship and innovation have becoming China's new economic drivers. During the past year, the central government has introduced an array of favorable measures, such as cutting red tape and tax breaks, to spur business startups and innovative firms.

Nowadays, China has more than 2000 universities but only a few of them are research oriented. The development of education in China doesn't match with the economic raise. For example, in Zhejiang Province with 55 million population and 5 trillion RMB GDP, the number of research universities and research organizations is very limited. The education inequalities bring barrier to the economic development. China is now also making the reform on higher education, bringing the “Liberal Arts” education as a concept.

University of California, Berkeley

Currently, UC Berkeley only receives 13% of its funding from the State of California. As the University adjusts to meet major financial challenges, it remains committed both to academic excellence and to access and affordability. UC Berkeley sees itself as not only fighting for its continued position as the best public research university in the United States, but for the future of public higher education at a time of significant state disinvestment across the U.S. To address these challenges Berkeley in the past year, with the generous support of alumni, Cal parents, and friends set a new fundraising record of \$462.5 million. This in part due to the redesign of a new, more centrally managed fund-raising organization that achieved a closer relationship between the donor and alumni communities and the needs of the university. The campus is also introducing efforts to reduce operating expenses in the areas of academic programming, non-academic staffing, and athletic activities; and expand revenue-generating academic programs, including University extension and executive education.

The campus has introduced a series of new interdisciplinary academic initiatives to spur research. Data Science will bring together faculty from the School of Information, Computer Science, and Statistics. The Arts and Design Initiative will synchronize efforts, maximize resources, and broaden the reach of Berkeley's rich cultural offering as an innovative resource for imagining the future of our global society and for fostering humanistic values in an age of advanced engineering, science, and technology

University of Cambridge

The Vice-Chancellor briefed the Presidents' Meeting on the EU Referendum debate, the review of Research Councils UK, and the review of the Research Excellence Framework (REF).

University of Cape Town

The past year was a challenging one for higher education in South Africa generally. To briefly sketch the context of this year at UCT:

Universities in South Africa have historically enjoyed reasonable autonomy from the state and have always had the right to set their own fees and staff salaries. However, subsidy from the state has been on a steady decline over the past years, resulting in most universities having to increase their student fees to remain sustainable. Financial pressure on students has been exacerbated by less than optimal administration of the state loan system for bursaries, resulting in explosive student frustration, the #FeesMustFall campaign, national student protests and periodic shut-down of universities across the country. Government stepped in with a bail-out to assure no fee increases for 2016, but this is a temporary solution and more turmoil is anticipated in the coming months. The situation in 2015 was further inflamed by workers aligning themselves with the student protests, resulting in strong union action campaigning for the insourcing of previously outsourced service providers, such as gardeners, catering staff, cleaners and so forth, at great additional cost to the university.

This activist trajectory of 2015 (triggered in the first place by the #RhodesMustFall campaign) resulted in on-going student and staff activism around inclusivity (race, gender, sexual orientation, (dis)ability); national politics and transformation, including decolonisation of the curriculum. The latter will require a review that deconstructs ways in which the current curriculum may marginalise minority or previously disadvantaged groups and perpetuate dominant cultural assumptions and particular epistemologies. Also high on the agenda are issues of mental health, for example the presentation of depression and anxiety.

In spite of negative news coverage locally and abroad, UCT's core business continued on a steady path. Around 16% of the undergraduate student body are international students, whilst 30% of postgraduate students are international. We have graduated a record number of PhD's and improved pass rates at undergraduate level. Our research outputs and citations have increased as well as our income through research grants and development funding.

As reflected in debates globally around 'identity politics', 'safe spaces' and the 'right' to not be offended, the issue of academic freedom nevertheless remains a serious concern.

University of Copenhagen

Financial cutbacks: Research investment went down from 1,09 % of GDP to now 1 %. Due to the government cutbacks on research UCPH had to implement cutbacks leading to the downsizing of employees by approx. 500. Right now there is an ongoing organisational analysis in the attempt to find ways to trim the budget even more before 2019.

Long term funding outlook. During the past 10 year the Danish Universities have been privileged, despite the financial crisis, that in Denmark's case is considered over. With the recent cutbacks, questions have therefore been asked as to whether or not it signals a fundamental change in priorities.

Reform of the funding system for student enrolment (*taxametersystemet*). The system is undergoing an analysis with the final aim of transforming the current funding system to a new system that includes parameters as for instance employment rate, etc. The current system has been accused, unjustifiably, for being a “cash cow” for the Danish universities

Political attention to the quality of education. There is work in progress as to how to measure the quality of education, a discussion is taking place about which parameters to use in the measuring.

Closing of programmes in the humanities. UCPH has closed down some language programmes (Indonesian, Finnish, Tibetology, Thai and Indology) – due to the cutbacks (and structural problems). For this decision the university has received much public criticism, however, UCPH argues for a new national language strategy. Other Danish universities have had to take similar decisions.

Review of the governance structure. The Ministry of Education and Science is about to begin evaluating the governance structure of the Danish universities' system. UCPH is concerned that this work may end up in changes to the Danish University Act in relation to implementing state-appointed members of the university boards (ie. diminishing the autonomy of the universities).

Maintaining freedom at the universities to decide on admission/enrolment also continues to be a struggle. There is now less focus on the numbers and more focus on the mechanism through which students are admitted

UCPH succeeds in attracting large private funding (private funds).

Research is performing well with some new striking results from UCPH researchers, for instance: “*Biotech breakthrough: Sunlight can be used to produce chemicals and energy*” looking at how “Reverse photosynthesis” drives chemical processes and how it could find applications in chemical industry. (<http://www.science.ku.dk/english/press/news/2016/biotech-breakthrough-sunlight-can-be-used-to-produce-chemicals-and-energy/>)

University of Oxford

Teaching Excellence Framework

The Government has grumbled about perceived quality of teaching in UK universities and has proposed a new government assessment of teaching quality whose stated aims are to:

- ensure all students receive an excellent teaching experience that encourages original thinking, drives up engagement and prepares them for the world of work,
- build a culture where teaching has equal status with research, with great teachers enjoying the same professional recognition and opportunities for career and pay progression as great researchers,
- provide students with the information they need to judge teaching quality,
- recognise institutions that do the most to welcome students from a range of backgrounds and support their retention and progression,
- include a clear set of outcome-focused criteria and metrics.

Such proposal may include mechanism linking a university's performance on the Teaching Evaluation Framework (TEF) to authorisation to raise fees. Oxford welcomes emphasis on the student experience and is hopeful that the small-group tutorial teaching model will measure up well, but this University and other Russell Group Universities are concerned about:

- The burden of data gathering, eg. the REF (Research Evaluation Framework) is a huge undertaking.
- The potential failure to appreciate the interconnectedness of teaching and research. Eg. Value of students interacting with research-active academics, and of research forming a part of even an undergraduate education.
- The potential for a one-size-fits-all approach, either to measuring effective teaching or to measuring how a university extends access to underrepresented groups. The UK media focused on state school vs. independent school proportion; we are focused on the number of students from less privileged backgrounds (some of whom get scholarships to independent schools, but depend on additional support to complete university).

Since Oxford and other universities sent back mostly sceptical responses to the government, it has been notably silent on its plans.

Visa regime and international students

There is still uncertainty whether international students will be included in the government's net migration target. Target net migration is 100,000 per year; actual was 323,000 in the year to September 2015. New rules burdening international students:

- No right to work part-time for non-EU students
- Annual health care fee of £150
- Students from about 40 countries (including China) required to register with local police

The UK remains in a strong position though: it is rated top for student satisfaction. Additionally, it has preserved its market share as an international student destination from 2007-2014. Ambivalence toward international students is not limited to UK, but some countries such as the US and Canada are increasing international student numbers faster than UK; Indian student numbers in particular are down: 20% lower in 2014-15 compared to 2012-13. At Oxford, international students continue to increase: 18% of undergraduates, 63% of postgraduates

Of course the EU referendum threatens to upend this already precarious situation—also for staff, many of whom are from the EU and who receive £67m in funding from the European Research Council

Recent developments at Oxford

Controversy and press coverage addressed admissions for poor or ethnic minority students. Oxford's UNIQ summer schools are a great success: 875 students from disadvantaged backgrounds are coming to Oxford this summer, and in past 30% have become undergraduate. But the University aims to do more.

Further attention was attracted by the 'Rhodes Must Fall' movement, a student movement to remove a statue of Cecil Rhodes from Oriel College. Oxford is committed to inclusiveness; at the same time it is crucial that the university remains a place where all non-violent speech can be expressed.

Oxford faces time of constrained finances, as elsewhere. The income has been rising 5% p.a., while costs have been rising by 7%. As research enterprise grows, the University loses more money, since research grants do not cover overheads. Philanthropy will continue to be a crucial source of revenue. The Oxford Thinking Campaign will pass £2b in May, on the way to £3b.

The University of Tokyo

UTokyo, which has assumed the role of education and research in Japan, faces grave challenges, especially in its budget. Over the past decade, the structure of governmental funding to the national universities has been reformed due to the deterioration of the Japanese economy.

In 2004, the National University Corporation Act came into force. Under this act, the universities were given more autonomy in terms of management and operation. But, after twelve years, the universities are still placed under strict regulations, while government funding has been continuously decreasing. The steady reduction of funding prevents us from expanding the area of activities. Also, it resulted in the University's decision to reduce the number of permanent position for researchers. However, President Gonokami plans to reform the budget scheme to increase permanent positions, especially for young people instead.

Now, the ministry is revising the National University Corporation Act. Under the revised Act, few selected universities, called "designated national universities" are deregulated. With this deregulation, these universities can become more self-sustained and expand the scope of their activities. These universities are expected to lower their dependence on government funding. These "selected" universities are expected to expand their budget with alternative financial sources, such as by commercial activities and/or from private sectors. Through these efforts, these universities are expected to improve their activity to become centers for international research and education, and a "global base for knowledge collaboration" which will connect the quest for knowledge with the utilization of knowledge and attract a diverse array of people from around the world.

In preparation to be "selected" President Gonokami asked IARU members to provide UTokyo with information regarding various aspects of their activities. Especially, President Gonokami believes that IARU members have already developed such autonomous budget scheme making IARU members one of the best indicators for UTokyo to compare with and wishes to receive advice on this matter.

It is clear that active collaboration with private sector is a key to UTokyo becoming more self-reliant. However, President Gonokami's ambition behind encouraging industry-university collaboration is to find ways to achieve sustainable development of both economic and human society. We face a wide range of issues, such as the degradation of global environment, depletion of natural resources and regional disparities. We need to make the world a better place. For this, the President of UTokyo has taken the initiative to develop the cooperation between industries and universities to the next step.

By entering this next stage in the industry-university cooperation, new values and roles for the University can be created, even with the changes being made to the financial and budgetary structures of the University.

The President of UTokyo believes that more cooperation with industry will contribute further strengthen the "academic freedom" of the University strengthening the environment where academic researchers are motivated by their own free idea and can engage in academic activity in pursuit of creating value that should be shared among humanity as a whole.

Yale University

This has been a busy year. Rather than provide a list of important milestones, three issues were highlighted that may be of interest to other IARU institutions. First, legislation was introduced in the Connecticut state legislature that would dramatically expand taxation of Yale's (and only Yale, not other universities or charitable institutions) properties to include properties that have long been

considered academic and therefore not subject to taxation. A bill to tax Yale's endowment was introduced but soon removed from consideration. Another bill to tax facilities that generate more than US\$6,000 annually (e.g., testing labs, concert halls, theaters, athletic facilities, labs the yield commercial spin-offs) was given serious consideration and received enough support to be approved by one committee before being withdrawn late in the session. This proposal may be resubmitted in future years and, if adopted, could have significant impact across the United States, not only in Connecticut.

Second, campus discussions of issues related to race, diversity, and inclusivity took place over several months. While often difficult and emotional, most members of the Yale community would likely agree that they were productive and thoughtful discussions (with very few highly publicized exceptions).

Finally, Yale became the first university member of the Carbon Pricing Leadership Coalition (CPLC), a private-public partnership among the World Bank, International Monetary Fund (IMF), governments, nonprofits, and private sector companies to strengthen carbon pricing policies through the development of a network for sharing best practices. In the coming months, Yale will circulate additional information to the IARU institutions so that others may consider whether they also wish to join.

Session 2: Continuing and Distance Education

Dr Geoffrey Thomas, Honorary Fellow, President Emeritus, Kellogg College, University of Oxford and Mr. Keith Zimmerman, University Secretary of The Open University (OU) joined this session.

Extended Oxford

Dr Geoffrey Thomas gave a presentation about “Extended Oxford” on behalf of Professor Angus Hawkins (Acting Director Department of Continuing Education) who could not attend.

Dr. Thomas opened with an overview of the history of the *extended university* (a term used in replacement of “Continuing Education”). The origin of extended universities roots in the appreciation of a lack of scientific culture in the British society in the second half of the 19th century, coupled with a critic to the two major universities – Cambridge and Oxford – of not doing enough for the advancement of higher education in the country. In response to this pressure, innovative minds at both institutions devised solutions to transfer knowledge extra moenia, and initiated a series of lectures held by faculty in different towns across the United Kingdom. By the end of 1800, the first residential summer program was established in Oxford and opened to a whole new constituency: people who had not had exposure to higher education, ie. working class men and women. At the beginning of the XX century, upon request by the students, Oxford also started tutorial classes, thus adding the third strand and completing the threefold pattern of continuing education that still prevails across the country – I. external classes, II. summer programs, III. tutorial classes.

The extension activity in Oxford today counts 18,000 enrollments annually generating 25 million USD revenue. On average, a student pays 1,000 GBP for a “unit”. The total price varies substantially between a one-day lecture and an entire a part-time master program.

Currently Oxford sees a growing interest in programs for business and professional development, as well as international programs mostly taking place over the summer. There is also a modest online program (4,000 enrolled), whereas no MOOCs are offered.

The offering today covers a large variety of disciplines. The institution releases certificates and degrees; in the latter case it had been necessary to establish a new college, Kellogg College, to matriculate students. Teaching and examination are carried out by tenured professors and this proved to be a key success factor. In order to sustain operations, however, most of the teaching is performed by adjuncts.

Dr Geoffrey Thomas concluded highlighting the two goals that universities should pursue in his opinion: to be the pinnacle of research excellence and to make this knowledge accessible to a wider audience than just young students.

The Open University Model

Mr. Keith Zimmerman described the OU model.

The OU was funded in 1969 with the mission to be open to people, places, methods and ideas. Since its foundation, it taught nearly 1,9 million people, largely in the UK, who would not otherwise have the qualifications to study at a UK university.

The majority of the students began an education at OU for career related reasons, to either develop their skills or gain new ones in view of a career change. At least 30% of them are (co)sponsored by their employer. Furthermore, OU brought higher education into secured establishments eg. prisons, and to disabled students.

OU teaching method is traditional: supported open learning with tenured academics that both carry out research and develop teaching materials. Additional high quality teaching material is delivered through a network of tutors across the country including eg. retired academics who also had a high experience in industry. The tutorial and feedback process is supported by both face-to-face and online interaction. All assessment undergo an external evaluation to ensure academic rigour.

The OU developed a science online platform that allows students to reproduce some laboratory experience. The Open University also delivers continued education in healthcare and English language in Sub-Saharan African and Asian countries based on basic cellphone technology, further it cooperates with institutions in Hong-Kong and United Arab Emirates to develop and deliver education.

The OU attracts students through iTunes and through a large presence on YouTube in Europe, which links back to an open platform where 5% of the annual teaching material is made freely available. Through this platform interested students make the first experience and get the chance to talk to an adviser before officially beginning a course.

MOOCs represent for OU the future learning platform, especially for its social learning platform potential.

The OU annual revenue is approx. 440 million USD, of which 350 million are tuition fees paid by UK students who pay 5,500 GBP a year for full-time equivalent programs. OU operates on a market with a higher elasticity than that of traditional universities therefore is conscious of keeping the prices as low as possible. A thorough market research shows that there is increasing interest in vocational education, even though humanities remain the most popular choice, especially at level 1.

The slides of the session are available on the IARU website [Presidents' Meeting restricted page](#).

Session 3: IARU Chairperson 2017 – 2018

The Chairperson reconfirmed that he would be stepping down in December 2016, as he would be retiring from the position as Rector at UCPH by March 2017. Rector Ralf Hemmingsen announced that after consultations with the members, he would like to suggest appointing Chancellor Nicholas Dirks (UC Berkeley) as next IARU Chairperson. All Presidents have given their consent and support to appoint Chancellor Dirks as next IARU Chairperson.

Chancellor Dirks will assume this position from 1 January 2017 until 31 December 2018.

The current Secretariat based in Copenhagen will work out the details with the incoming Secretariat from UC Berkeley, Ms. Rexille Uy, for the handover. The incoming Secretariat will formally assume its responsibilities after the President's Meeting in 2017, meaning that UCPH will remain responsible for the organizational matters in connection with the Presidents' Meeting in Canberra in March 2017 – together with UC Berkeley and, of course, the hosting university, ANU.

Presidents and meeting representatives offered their congratulations to Chancellor Dirks.

Session 4: IARU Sustainability Activities

4.1 Campus Sustainability: How Do You Make a Campus 'Green'?

Ms. Rexille Uy (UC Berkeley) explained that IARU's green guide for universities was one of the most important accomplishments to come from the Alliance in the last 10 years, therefore the best way to celebrate IARU's 10th anniversary was to highlight how each campus has worked to include sustainability efforts, and how partners have worked together. The 10 members each (UCT didn't take part for obvious reasons) submitted a video describing the sustainability practice on campus; all videos have been edited into a single compilation, which was shown at the meeting.

The Presidents congratulated with the quality of the work. NUS asked to make some amendments to its part, following which the video will be made available on IARU's website and for all members to promote it as they deem fit. UCPH asked to make a teaser for dissemination on social media.

The Chairperson thanked UC Berkeley for coordinating the production and all sustainability officers for their valuable contributions.

4.2 Updated IARU Presidents' Statement on Sustainability

The Statement on Sustainability was first drafted in 2009 by the Sustainable Campus Initiative (SCI) Group. It focused on the exchange of best practices for achieving sustainability goals on campus. At the Senior Officers' meeting in 2015 the SCI group suggested reviewing the text of the statement in view of the progress made by all IARU partners as well as to incorporate the spirit of the latest COP meeting. A new statement had been drafted and circulated for pre-approval at all IARU members. The revised statement emphasizes IARU's vision to move beyond best practices towards transformative change.

The revised statement was approved by the Presidents and has subsequently been published at this link: <http://www.iaruni.org/sustainability/presidents-statement>

4.3 Sustainability in Universities' Financial Management

Ms. Sandra Robertson, Chief Investment Officer & Chief Executive Officer, Oxford University

Endowment Management (OUem) and Ms. Antonia Coad, Head of Investor Relations and External Affairs (OUem) joined this session.

Ms. Sandra Robertson, introduced the structure and mission of the office.

OUem is an operating subsidiary of the University of Oxford; it has a Board and an Investment Committee. It started operating in 2007 managing 650 million GBP, and is today responsible for just over 2 billion GBP.

OUem has 27 collegiate investors: 23 Oxford colleges, 1 central University of Oxford, 3 collegiate trusts. Oxford colleges are not obliged to put their money with OUem, they can choose other private asset managers. OUem manages the endowment as charitable gifts, therefore for a specific purpose and for specific activities – which differs from actual university's money. It operates under a specific regulatory environment: UK charity law and trusts law, investment managers' law, financial services' law and under the tax regulatory framework. OUem is responsible for making all investment decisions; the University colleges enter into a formal legal agreement with OUem, which clearly specifies the investment objectives and restrictions (eg. on weapons and in energy markets).

Since 2009, OUem gave 320 million GBP returns in funding research and education.

OUem mission is *“to be the leading provider of endowment management services for like-minded investors, with long time horizons, who believe in a diversified investment approach and who are focused on achieving absolute real returns”*. OUem's mission determines its philosophy which ultimately defines how the investment decisions are made. OUem's philosophy is reflected in four aims:

1. Investing for the long term: investments may give an initial small or negative return, but the expectation for returns should be on a 10 to 20 years' time horizon.
2. Diversification: understood as the best form of risk management.
3. Generation of absolute returns: investment that focuses on business ownership and not on the market indexes.
4. Active relationship: OUem engages with investment managers to verify that they meet their standards, values and philosophy, that they attract similar-minded investors and that they perform a due diligence on the businesses they invest on. Currently there are 50 relations ongoing, meaning that OUem can engage in a meaningful manner with each of these groups.

Ms. Antonia Coad further explained what OUem's governance is and how effective governance is in their view the best way to manage a range of environmental, reputational and traditional investments.

OUem identified 4 principles of governance policy which are integrated in the investment. The governance principles echo the investment philosophy and are based on non-financial risks, such as environmental, social, reputational and regulatory.

Governance principles:

1. Screening and due diligence: screening of individual ideas, rather than entire sectors; focusing on investment managers who build a relationship with the businesses they invest on and who typically manage a small portfolio. At this stage OUem looks for “red flags” in terms of business with particularly negative environmental or social outcomes. In 2015, OUem screened 450 ideas and eventually invested in 3 new groups. Ideas which pass the screening are thoroughly checked with a

due diligence.

When performing a due diligence, OUem looks at the existing governance documentation and initiates a relation with the management. Existing frameworks (eg. the UN Global Compact - <https://www.unglobalcompact.org/>) provide a useful structure while performing the due diligence. OUem also collects empirical data (eg. the World Bank's Worldwide Governance Indicators - <http://info.worldbank.org/governance/wgi/index.aspx#home>) which is regularly updated and monitored.

2. **Maximising our competitive advantage:** OUem's main competitive advantage consists in the long term capital of its investors, 50% of the relationships have been with OUem for 5 years that means it is sustainable investments. Further, OUem funds innovation. Among others, it invested in Oxford Science Innovation (OSI - <http://www.oxfordsciencesinnovation.com/>) a platform funding innovative ideas coming out of Oxford, to build successful commercial applications.
3. **Collaboration:** OUem interacts in a global network of investors' groups for exchange of best practices frameworks, but it also collaborates with thematic platforms, eg. Oxford Martin School (<http://www.oxfordmartin.ox.ac.uk/>), to take expert advice on key topics such as climate change or robotics.
4. **Governance reporting:** targeted reporting matters to ensure a good communication and information to the different target groups including the trustee, the students and the investors.

The ensuing discussion touched upon the mechanisms to contain the risk of indirectly investing in companies with negative environmental and social outcomes. OUem explained that there is not a strong buying power when negotiating with investment managers, therefore the approach adopted is to take a thorough due diligence beforehand. Additionally, the investment managers selected by OUem showed to attract like-minded investors, ie. other endowment foundations, hence they are already focused on the type of pressure that matters to students.

The slides of the session are available on the IARU website [Presidents' Meeting restricted page](#).

Session 5: Selected IARU Institutional Joint Working Initiatives

5.1 Women and Men in Globalizing Universities

Dr. Rebecca Surender, Pro Vice-Chancellor for Diversity, University of Oxford, and Ms. Trudy Coe, Head of Equality & Diversity at the University of Oxford, joined this session.

Dr. Rebecca Surender gave an overview about the work carried out by the group since its inception, followed by a snapshot of the gender situation at IARU partner universities. Further, Dr. Surender focused on three substantial discussions which emerged at the last meeting:

- **What is the role of targets?** Women and men students are well represented at the undergraduate level, whereas there is a declining number of women among doctoral students and professors' appointments. The group would argue that the number of doctoral students should be the benchmark for what are realistic targets.
- **What is the impact of globalisation on gender equality?** All IARU partner institutions are international universities attracting significant numbers of international PhD. Precise data are missing at the level of lecturer and faculty position. The question raised is to see how

globalisation affects gender relations based on the assumption that women may not be as mobile as men due to family commitments.

- **How to define “success” of gender initiatives?** There are different approaches to measuring success such as: *hard outcomes* eg. student attainment, salary parity, number of women in leadership role, and *process or interim measures* eg. senior champions, dedicated budgets, family-friendly policies. The factors influencing the success are also of different origin: there are some in connection with socialisation and values that are in the women themselves, and there may be unconscious biases in the institution that lead to exclusion, or gaps in the performance, of women. Women tend to value different factors of success than those that are traditionally rewarded in academia (eg. number of publications, rankings) and take up roles that are not directly rewarded in the success parameters (eg. administration and teaching work). The question raised is whether these factors should be taken into account to define a more balanced measure of success.

A discussion followed which confirmed the data gathered by the group: generally, women and men students perform well at undergraduate level, but the gap between genders increases, the higher the level of the academic career. Vice-Chancellor Borysiewicz commented that at the discipline level there are large differences in gender representation, with a disproportionate number of women students already at the undergraduate level. Therefore he agreed that a unique target of 30% representation at professorship is generally acceptable, however setting targets at a more specific level requires a thorough understanding of the cultural and institutional biases that are at the origin of the current unbalanced conditions. The existence of these institutional and cultural biases justifies dedicated financial resources to overcome them. The group was therefore encouraged to identify the areas where hidden biases exist and which can be addressed with specific additional resources eg. for training and retaining.

Additional comments suggested that the evaluation system should be diversified, so as to be able to capture the talent that expresses differently in either gender group. Lastly, the body of work of Professor Claude M. Steele was suggested as a useful source, for his work on stereotypes and women performance in university.

The Chairman concluded by thanking the presenters and noting that there seems to be a need for further collaborative work in the field. The Chairman invited the group to continue the good work and possibly come with practical initiatives and measures that may be applied at IARU institutions in order to reduce the loss of talent that comes from gender unbalance.

The slides of the session are available on the IARU website [Presidents' Meeting restricted page](#).

5.2 IARU Joint Online Course

Collaboration between IARU and NUPI

Professor Pradeep Chhibber (UC Berkeley) was invited to present a collaboration proposal with the Norwegian Institute of International Affairs (NUPI) and IARU.

At the Senior Officers meeting UC Berkeley and UTokyo applied and obtained IARU funds to cover part of the production costs for the necessary teaching materials for the joint online course. At the same meeting Prof. Chhibber informed the Senior Officers that NUPI would be interested in contributing to the development of the materials, if it were successful in obtaining a large national

grant. The Senior Officers approved to support the collaboration between NUPI and IARU in the framework of the development of the joint online course.

Having today successfully passed the first assessment round, NUPI sees 30% chances of seeing their grant application finally approved. Therefore Prof. Chhibber suggested that IARU reconfirms its expression of interest in collaborating with NUPI in a letter of support which also better outlines the areas of collaboration between the two organizations. Namely:

1. IARU and NUPI will co-develop teaching materials about Contested Statehood that will be used to teach a graduate-level class at NUPI and that can be used in IARU courses.
2. The IARU partner institutions and NUPI will co-organize two workshops for the purposes of sharing insights from the teaching efforts and the research at the Center. The first workshop will be hosted at NUPI within the next three years, and the second at one of the IARU institutions.
3. NUPI will provide support for faculty members and students from the IARU partner institutions to visit NUPI for research stays or to give short courses, and for NUPI researchers and students to visit the IARU partner institutions.

Professor Chhibber further clarified some of the advantages and of the terms of the collaboration:

- Securing funds from NUPI would allow that future editions of the joint online course can take place with improved and richer materials than those prepared for the pilot course. Additionally, participation could be extended to more IARU partners.
- The development of new courses can be supported by NUPI as long as an application is submitted to NUPI and that the course topic falls within the area of Contested Statehoods.
- As IARU has no legal entity, UC Berkeley would take the legal responsibility and receive the grants from NUPI on behalf of the partners involved. There is not discharge of responsibility expected, except for the organization of the calls that remains with NUPI.
- NUPI is a research institute, it does not grant degrees and has not requested to become a member of IARU.

The Chairman thanked Prof. Chhibber for taking the initiative. Presidents were supportive of the collaboration proposal and agreed to sign a letter of support to NUPI's grant application. The Letter of Support is annexed to this document.

Dr. Francesca Jensenius, Senior Research Fellow, NUPI, joined the meeting. Dr. Jensenius plays a leading role in the development of the application at NUPI. She underlined NUPI's interest in collaborating with IARU for the creation of high quality teaching materials and for exploiting synergies and networking opportunities across the global community of researchers. Dr. Jensenius thanked the Presidents for their support.

[Updates on the development of the IARU Joint Online Course](#)

The IARU joint program will focus on State Fragility and Peacemaking through a joint effort of faculties from four institutions: University of California Berkeley, University of Cambridge, National University of Singapore, and the University of Tokyo. Through a hybrid of joint teaching and individual teaching, the classes will take place in each of the four campuses, and will be included in the academic calendar as credit-giving courses, starting from October 2016. The faculty members met in January 2016 and will meet again in late May 2016 in Berkeley to develop joint course materials.

Through the use of jointly developed course materials as well as transnational assignments and classes, this course is expected to provide students the fruit of the cross-national teaching based on the IARU network. Differently from the MOOCS or traditional teaching modes, this course plans to create occasions for interaction between the students at each university. The whole course is divided into 4 large sections, each will come with assignments that the students in each university will have to respond to. On 2 assignments students from each university will have to work together. This format has been inspired by the IARU GXT ([Cross-disciplinary Tournament](#)) where students from different IARU universities teamed up to develop innovative ideas on topics of global challenges.

The pilot course will prepare the ground for a more robust course supplied with higher standard materials which require the additional funding from NUPI.

The Chairman thanked UTokyo and UC Berkeley for leading this future-looking initiative and expressed great interest in the potential further developments of the IARU joint online courses.

Session 6: Key Updates on other IARU Institutional Joint Working Initiatives

6.1 Alumni Associations Network

The Presidents' Panel and Alumni Reception were successfully held on Sunday 24th April. Loren Griffith from Oxford thanked all Presidents for their participation; the Panel was a success and Mr. Griffith recommended having it at future Presidents' meetings, possibly incorporated in the program.

The Chairman thanked all Presidents for their availability and for the good discussion, and the Alumni Office of Oxford for the perfectly organized event.

ANU hosted the previous meeting between Alumni Directors in October 2015 attended by 7 IARU members, the following reception gathered 130 alumni; the next Alumni Directors' summit will take place at Oxford in October 2016. President Brian Schmidt suggested considering the possibility to create outposts eg. joint alumni clubs in places where partners do not have strongholds, as a way to collectively use the 11 members and enable to bring people in. The suggestion will be communicated to the Alumni Directors who will then have the chance to discuss the idea.

6.2 Global Transformation in IARU Member Strategies

Jürg Brunnschweiler (ETH) informed the Presidents that the annual workshop of the Global Transformation (GT) group would take place in Cape Town on 2-3 May 2016, back to back with the Going Global Conference. Preparations were well underway, all partners received a preparatory questionnaire and the workshop would address future collaborative work in the group. The partners thanked UCT for agreeing to host the meeting and noted the significant added value that the partner will bring to the exchange in the group.

6.3 International Student Teaching & Support

ANU held the 2nd meeting on 6-8 April 2016, unfortunately only 4 universities attended. The meeting was judged useful despite the low level of attendance, the group wishes meeting again in 2017. The Chairman suggested that the group considers topics for the next meeting and submits a bid to the IARU Senior Officers. Additionally, the Chairman highlighted that the subject is very relevant for IARU international institutions.

6.4 Librarians' Contact Group

The Librarians' Contact Group has prepared three posters inspired by the definition of "Knowledge Ecosystem" highlighting the contribution of IARU libraries to the intensive-research environment. The group will further collaborate on the topics of digital collections' sharing and open knowledge. The lead of the group will rotate and be with the partner hosting the annual meeting. The next meeting is scheduled on 8-10 June 2016 at ETH Zurich.

The slides of the session are available on the IARU website [Presidents' Meeting restricted page](#). High definition quality images for printing are available upon request to the Secretariat.

6.5 Research Administrators' Network

Professor Thomas Bjørnholm (UCPH) gave an overview of the latest tools jointly developed by the Research Administrators' Network (RAN), such as the lexicon of research terms and Mobility Agreement template, both aimed at facilitating the assistance to researchers to access external funds.

The RAN met last in Berkeley in October 2015. The group has been pondering the idea of organizing a meeting between IARU Presidents and private foundations for leveraging large funding for addressing global challenges. However the idea has not reached a mature level and thus has been discontinued. The group will meet again at ANU on 9-10 September 2016, ethical issues in research, research integrity, data storage and data handling, are among other topics on the agenda.

The Chairman thanked the group for the useful tools supporting research collaboration. Given the large scope of the upcoming meeting, the RAN is asked to send an agenda (with some description of the expanding topics) to the Secretariat for circulation, in order to allow partners to identify the most relevant person to attend.

6.6 Technology Transfer Group

Professor Dongmin Chen (PKU) presented the IARU Collaborative Technology Transfer Portal. At their meeting in 2013 the Tech Transfer Group discussed a proposal to develop an IP portal for sharing selected patents from each IARU institution. PKU and NUS developed the platform which is temporarily hosted at this web link: <http://iaru.patsnap.com>.

The IP Portal goal is to gather the higher quality patents from each university and create a central repository to form a, so called, *virtual patent pool*. The ownership of the patents will not change by effect of being on this centralized platform. The advantages of an IP Portal would be that the patent pool can be sorted into family of patents by technology sectors or applications. Within each family of patents there would be patents from a number of IARU members. The idea is that the value of family patents exceeds the value of the sum of individual patents, thus the IP portal would become attractive to more international corporations and increase the exposure of IARU members' individual Offices of Technology Transfer (OTT).

Currently the Tech Transfer Group members are reviewing the content on the database for update and approval by each OTT. Further work includes the integration of UCT and some design feedback & tweaking. Finally the rules for collaborative use are to be discussed in October 2016 at the next OTT workshop at Berkeley. ETH supported the idea of providing a centralized access to all IARU Tech Transfer Offices, however also noted the importance of agreeing on further details concerning the database and the rules of use prior to taking the platform to the public.

The Chairman congratulated for the well-structured portal, he further reminded that the upload of patents is based on individual IARU members' decision. Those who intend to participate to the IP Portal are encouraged to progress on the content review and to contribute to the discussion about the rules for collaborative use to take place at the next meeting. Presidents' agreed that at this stage the IP Portal is not yet ready for publication and exploitation. The group is invited to report on progress and further details at the Senior Officer meeting.

Session 7: New Proposals

The IARU Secretariat did not receive formal suggestions for new IARU collaborations.

ETH is exploring members' interest on a new topic concerning real estate and will get back to the Senior Officers should there be positive feedback.

Session 8: Academic Freedom

Mr. Nick Hillman, Director of the Higher Education Policy Institute (HEPI), joined the meeting.

Mr. Hillman presented the preliminary results of a recent survey about academic freedom, run among 1,000 undergraduate students in the UK. The survey asked 17 questions on freedom of expression, censorship, safe spaces and university policies. The majority of the respondents choose neutral answers to many questions, showing either uncertainty of opinion or awareness of the complexity of the matter. A sharp difference in the answers could be observed on a gender base: male respondents were more prone to take strong positions, whereas female would prefer more neutral options. The overall results suggested that there is a mild preference for restrictive measures to academic freedom.

The ensuing discussion highlighted several methodological aspects of the survey that could limit/influence the reliability of the results. President Brian Schmidt observed that universities play a dual role: that of educating students which requires pastoral care of students, and that of carrying out research which requires openness. The balance between these two roles has been changing over time, presently there is much attention on taking care of the students, thus potentially conflicting with free speech.

The Chairman thanked Mr Hillman for the interesting presentation. The Presidents continued the debate about academic freedom behind closed doors, Vice-Chancellor Louise Richardson moderated the discussion.

Session 9: Updates from IARU Research Collaboration and Global Education Initiatives

9.1 Ageing Longevity and Health (ALH) – Graduate Student Conference

The ALH initiative continues to successfully run a summer course within the IARU GSP and recently expanded its offer with a new course. The ALH Steering group met in Copenhagen in August and

discussed future activities, funding and areas of common interest, as well as possibilities for MSc and PhD student exchanges.

The ALH initiative plans to hold the ALH Graduate Student Conference to be hosted by the University of Tokyo on 3 – 5 November 2016. On the first day students will attend a scientific symposium organized by the Institute of Gerontology at the University of Tokyo and co-organized by IARU ALH initiative, while on the 2nd day graduate students will present their own research plans and findings, followed by group seminars. Last, students will visit the community where the University of Tokyo research groups are working with residents for enabling 'aging in place'. High profile guest lecturers from the WHO Centre for Health Development, OECD and the Mayor of Toyama city have been invited. The group requested funding up to 15,000 USD for the organization of the event.

The Presidents approved the funding. The Chairman thanked UTokyo for preparing such an interesting and high profile conference, which will bring further stimulus to interdisciplinary research in healthy ageing across IARU universities. Further, he invited all partners to spread the news of the conference within their universities and departments and to support the participations of students and researchers from each institution.

9.2 Global Summer Program

IARU GSP 2015

Michela Gaifami reported on behalf of the GSP Coordinators on the Global Summer Program (GSP) which continues to run very well. A total of 283 students participated in one or more of the 20 courses offered by all 10 partners. The general student feedback was once again very positive. The diversity of the participants is a key success factor of GSP. On the other hand, course cost and non-aligned academic calendars continue to be a challenge of the program. The number of participants has been decreasing since 2012, in line with an increase in the offer of summer programs globally.

In 2016 all 11 partner institutions are offering a total of 24 GSP courses running between June and September. A total of 450 applications were received. Two courses from UCT were opened for application close to the deadline. This may be the reason for a lower than expected number of applications (2 and 5 applications), which makes the courses non-viable in 2016.

A discussion followed exploring the possibility of re-opening applications to the UCT courses and sponsor applicants with IARU funds. UCT indicated that a total of 10 IARU students + 10 UCT students could make the course financially sustainable. Presidents acknowledged the exceptional efforts at UCT for offering two IARU GSP courses already from their first year into the Alliance. Presidents agreed to allocate up to 20,000 USD from IARU funds and tasked UCT and the IARU Secretariat with taking the necessary steps and engage with the GSP Coordinators for a smooth procedure. Further, the Chairman asked all members to disseminate and promote the IARU GSP courses within their institutions.

IARU-Santander Agreement

A new addendum to the agreement with Banco Santander to extend the IARU-Santander scholarships to UCT students for the GSP cycle 2017 is ready for signature by UCPH on behalf of IARU. The addendum foresees that UCT students become eligible for the scholarship, however the total installment will not increase correspondingly. Therefore the shares of each partner in 2017 will be approx. 18,000 USD instead of 20,000 USD, allowing for up to 9 scholarships, plus carry-over funds from previous years. The IARU Secretariat shared the draft addendum with the GSP Coordinators who

had no further comment. The Presidents approved the addendum and mandated IARU Chairman to sign on behalf of all members.

Further, Michela Gaifami reminded that the Agreement in force with Santander will expire by the end of 2017, and negotiations should start for an extension of the agreement. The Presidents agreed to mandate the Secretariat to explore the possibility for an extension with Banco Santander. President Tan Chorh Chuan offered his support in this process.

[GSP Coordinators Working Committee Meeting 2016](#)

The 2016 GSP meeting is going to be hosted at NUS. This year's meeting will have a different format taking the opportunity to reflect on 10 years of collaboration. IARU GSP Alumni, GSP faculty and Santander will be invited to participate to an exchange about the future of the IARU GSP. The program concept is being prepared at NUS. NUS is encouraged to share the program of the event with the Secretariat and GSP Coordinators for allowing organization with the GSP Alumni and GSP Faculty at each institution.

9.3 Novo Nordisk International Talent Program

Lykke Friis (UCPH) outlined the terms and achievements of the Novo Nordisk International Talent Program. Since its launch in May 2015, the NNITP has awarded scholarships to 54 students, 24 were awarded to UCPH outgoing students and 30 to incoming IARU students with a vast participation from NUS. NNITP is a valuable opportunity for undergraduate students to expand their education and enrich their research skills, which would have not been possible without IARU. UCPH is looking forward to receiving increasing numbers of applications and invited partners to spread the news among students at their institutions.

Session 10: Business Matters

10.1 Update on IARU Membership

The Chairman gave an overview of the membership extension process for the records. Following the decision taken at the 2015 Presidents' Meeting, the University of Cape Town has been invited to join the Alliance. The IARU Chairperson sent a formal invitation to the Vice-Chancellor who warmly accepted. The University of Cape Town became the 11th member of the International Alliance of Research Universities on 1 January 2016. The IARU Memorandum of Understanding was signed on 24th April 2016 at the opening of the Presidents' Panel.

It was reminded that at the 2014 Presidents' Meeting it had been decided to keep a 7 years moratorium (until 2021) for any further expansion of membership.

10.2 Financial Report

Steen Ulrich reported that the alliance has accumulated reserves of USD 237,571 from the past years. USD 138,500,000 had already been committed for initiatives and activities in 2016 as approved at the 2015 Senior officers' Meeting. An additional USD 35,000 had been approved at this meeting. The yearly budget for initiatives is USD 65,000. The alliance thus continues to reduce its reserves.

In view of the reduction of the individual shares of IARU-Santander monies in 2017, the IARU Secretariat suggested to correspondingly reduce the annual IARU membership fee in 2017. Usually

members offset 20,000 USD annual membership fee against the same amount of Santander funds. As in 2017 each partner will receive approx. 18,000 USD from Santander funds, the Secretariat suggested to lower the membership fee for the year 2017 to an equal amount, approx. 18,000 USD, for a smooth procedure.

Presidents agreed with the proposal. The IARU Membership fee shall be re-discussed once a new Agreement with Santander will be in place, latest at the Senior Officers meeting 2017.

10.3 Presidents' Meeting 2017 and 2018

The next Presidents' Meeting will be on 27–28 March 2017, hosted by the Australian National University. President Brian Schmidt suggested expanding the format to more interactive discussions. President Tan Chorh Chuan suggested dedicating a longer session to the regional roundup. Additionally he proposed to address a topic that is specific to the hosting institution and its location.

A draft program should be presented at the Senior Officers' Meeting in November 2016.

Don Filer announced that President Peter Salovey is unlikely to be able to join on the suggested dates, yet that this is no indicator of a reduced interest in the Alliance.

PKU offered to host the Presidents' Meeting in 2018.

10.4 Wrap-up

President Tan Chorh Chuan expressed deep gratitude and thanks to Ralf Hemmingsen, for his leadership of IARU, including his 2-year term as chairman of the alliance (2015 and 2016). President Tan noted that he and Rector Hemmingsen were the only ones who were present at the inception of IARU in 2006; with Rector Hemmingsen the only President from the inaugural meeting still present, as President Tan held a different position at the time. During the past 10 years, Rector Hemmingsen has always provided extremely valuable support for all initiatives, putting IARU very prominently in the UCPH participation, eg. making support available to students. President Tan thanked Rector Hemmingsen on behalf of all Presidents for the meticulous and great commitment to IARU which has marked his leadership of the Alliance.

Rector Hemmingsen considered it a privilege to be part of IARU and thanked all partners for the experience and engagement which distinguish this group. Being a IARU member represented a strong driver for the University of Copenhagen.

The Chairman thanked everybody for the constructive discussions and wished all a safe travel home.

Annex 1 – Approved Budget 2016

Annex 2 – Letter of Support to NUPI

Annex 1 – Approved Budget 2016

Budget 2016

	max. amount	Total (USD)
Carried forward from 31 December 2015	approx.	237 571,00
INCOME		420 000,00
Members' contribution	220 000,00	
IARU-Santander sponsorship for GSP	200 000,00	
Total available funds		657 571,00
EXPENDITURE		
Meetings		55 000,00
Presidents' Meeting 2016	30 000,00	
GSP Working Committee Meeting 2016	10 000,00	
Senior Officers' Meeting 2016	15 000,00	
Running Initiatives	up to	153 500,00
Research Administrators' Meeting (Sep 2016)	10 000,00	
Campus Sustainability Officers' Workshop (June 2016)	10 000,00	
International Students Support Group Meeting (Apr 2016)	10 000,00	
Innovation & Entrepreneurship Ecosystem (Oct 2016)	15 000,00	
GSP alumni participation to GSP2016 meeting (Sep 2016)	22 500,00	
Contribution to the ALH GSC Conference (Nov 2016)	15 000,00	
Global Transformation		
Global Transformation in Member Strategies (May 2016)	10 000,00	
Going Global High Speaker Participation fee	5 000,00	
Women & Men in Globalizing Universities		
Workshop of the Gender Group (June 2016)	8 000,00	
Gender Group: Data Collection and Survey Preparation	8 000,00	
IARU Joint Online Course		
IARU Joint Online Course Video Production	15 000,00	
IARU Joint Online Course Meetings (Two meetings in 2016)	10 000,00	
IARU 10th Anniversary		
IARU 10th Anniversary : #1 Green Campus video	10 000,00	
Contingency reserve (UCB)	5 000,00	
Disbursements		220 000,00
IARU-Santander sponsorship for GSP 2016	200 000,00	
Contribution to the IARU GSP UCT Courses	20 000,00	
Secretariat costs		80 000,00
Contribution to Secretariat costs at UCPH	80 000,00	
Total Expenditure	up to	508 500,00
BALANCE		149 071,00
Total available funds	657 571,00	
Total expenditure	508 500,00	

Annex 2 – Letter of Support to NUPI



Oxford, 25 April 2016

To whom it may concern,

The International Alliance of Research Universities (IARU) is a collaboration between eleven of the world's leading research-intensive universities who share similar visions for higher education, in particular the education of future leaders. Established in late 2005, the Alliance comprises the Australian 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 and now the University of Cape Town.

One of IARU's recent initiatives is the coordination of an under-graduate level class on Fragile States, co-taught by our participating universities. This program is meant to strengthen our teaching focus on such states in a coordinated fashion. For this program to succeed we are dependent on being in close contact with the leading research environments on Fragile States across the world. We therefore enthusiastically support the proposal for a Center of Excellence on Political Authority and Contested Statehood (PACS) at the Norwegian Institute of International Affairs (NUPI).

This letters confirms the intention of the IARU faculty who are building a teaching module on Fragile States to engage in a mutual exchange of students, faculty, and academic work with PACS.

1. IARU and PACS will co-develop teaching materials about Contested Statehood that will be used to teach a graduate-level class at NUPI and that can be used in IARU courses.
2. The IARU partner institutions and PACS will co-organize two workshops for the purposes of sharing insights from the teaching efforts and the research at the Center. The first workshop will be hosted at NUPI within the next three years, and the second at one of the IARU institutions.

| www.iaruni.org

3. PACS will provide support for faculty members and students from the IARU partner institutions to visit PACS for research stays or to give short courses, and for PACS researchers and students to visit the IARU partner institutions.

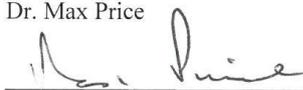
Oxford, 25 April 2016

Professor Brian P. Schmidt



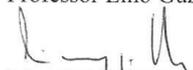
President of the Australian National University

Dr. Max Price



President of the University of Cape Town

Professor Lino Guzzella



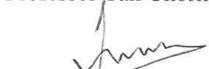
President of ETH Zurich

Professor Ralf Hemmingsen



Rector of the University of Copenhagen

Professor Tan Chorh Chuan



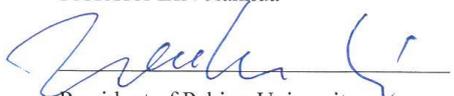
President of the National University of Singapore

Professor Louise Richardson



Vice-Chancellor of the University of Oxford

Professor LIN Jianhua



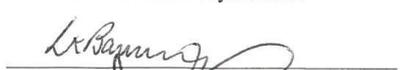
President of Peking University

Dr. Makoto GONOKAMI



President of the University of Tokyo

Professor Leszek Borysiewicz



Vice-Chancellor of the University of Cambridge